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# DOCUMENTATION IN PUBLIC ADMINISTRATION

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# INDEX AND ABSTRACTS OF ARTICLES

## ABSENTEEISM

DAS, D.K. LAL: Some factors affecting absenteeism. *Indian Journal of Social Work*, 45 (3) Oct. 84, p. 351-9.

EDWARDS, PAUL and HUGH SCULLION. Absenteeism and the control of work. *Sociological Review*, 32 (3) Aug. 84, p. 547-72.

## ACCIDENTS, INDUSTRIAL— PREVENTION

RELE, SUBHAS J. Safety-missing syndrome. *Capital*, 194 (4801) 18 Mar. 85, p. 51-3.

## ADMINISTRATIVE AGENCIES

BURNS, MARK and ALFRED MAUET. Administrative freedom for interorganizational action: a life-cycle interpretation. *Administration and Society*, 16 (3) Nov. 84, p. 289-305.

O'TOOLE, LAURENCE J. and ROBERT S. MONTJOY. Interorganizational policy implementation: a theoretical perspective. *Public Administration Review*, 44 (6) Nov.-Dec. 84, p. 491-503.

## ADMINISTRATIVE CONTROL

LYNN, LAURENCE E., Jr. Manager's role in public management. *Bureaucrat*, 13 (4) Winter 84-85, p. 20-5.

MANAGH, JOHN F. (Department of Justice, New Zealand). Improving operational performance in a non-trading government department. *Public Sector*, 7 (4) Dec. 84, p. 23-4.

It will be seen that government depart-

ments need to develop a corporate planning philosophy. Management accounting information systems may help to cost inputs and outputs of programmes already in place as well as provide systems for performance measurement review. The accounting information system must provide timely information in a manner that can be understood by all executives. Analysis of variances in the financial information will allow operating managers to improve the financial management of their operation. The chartered accountant is well placed to advise on accounting and financial systems.—*Reproduced*.

PETERSON, KEYT D. Mechanisms of administrative control over managers in educational organizations. *Administrative Science Quarterly*, 29 (4) Dec. 84, p. 573-97.

## ADMINISTRATIVE DECENTRALIZATION

BHAT, V. PRASANNA. Conceptual models of qualitative and quantitative types of decentralised organisations. *Abhigyan*, 2 (3) Spring 84, p. 73-9.

GUNLICKS, ARTHUR B. (Univ. of Richmond, Virginia). Administrative centralization and decentralization in the making and remaking of modern Germany. *Review of Politics*, 46 (3) July 84, p. 323-45.

Centralization and decentralization have been applied in Germany not only to geographical relationships between levels of government and to hierarchical relationships within levels of government but also to hierarchical relationships

between levels of government. American style dual federalism is not a part of the German administrative tradition. Subnational units in Germany have traditionally been responsible for implementing the laws of larger units. With the creation of a German federal state in 1871, the Prussian system became in large part of the German system of administration. Today there are five levels of administration in the Federal Republic, and strong parallels can be drawn to the earlier Prussian traditions. In spite of the institutional arrangements for decentralized administration and local self-government; there are complaints about the alleged lack of opportunities for popular participation overcentralized decision-making. These complaints raise difficult questions concerning the requirements for national standards and equality on the one hand and local citizen demands on the other. —*Reproduced.*

RAJ, K.N. Prospect of decentralised development. *Mainstream*, 23(26) 23 Feb. 85, p. 11-12, 33-4.

#### ADMINISTRATIVE REORGANISATION

ADMINISTRATIVE reforms: finding scapegoats (Leading article by Praxy Fenandes and excerpts from correspondents talks with L.K. Jha, P.R. Dubhashi, P.S. Appu and S.K. Bhattacharya). *Herald Review*, 1(22) 3 Feb. 85, p. 26-33.

BELL, M.J.V. Management audit in the Ministry of Defence. *Public administration* (U.K.), 62(3) Autumn, 84 p. 311-21.

PITSVADA, BERNARD T. and FRANK D. DRAPER. Government reorganization: an immodest proposal. *Public Personnel Management*, 13(2) Summer 84, p. 91-100.

The authors offer several ideas on how reorganization in public agencies can be made more effective. The primary focus is on how to bring the bureaucrat and his

behaviour, including his incentives, into the mainstream of reorganization. Suggestions include restructuring job descriptions, expanding organizational entities, voluntary transfers, and greater emphasis on productivity. The authors acknowledge that most of these ideas run counter to current practices but they hope thereby to stimulate discussion.—*Reproduced:*

RO, CHUNG-HYUN. Social change and administrative reforms towards the year 2000. *International Review of Administrative Sciences*, 50(3) 84, p. 252-8.

WARNER, NORMAN. The DHSS Social Security Regional Organization—an exercise in managerial change. *Public Administration* (U.K.), 62(3) Autumn 84, p. 253-71.

#### AGRICULTURAL CREDIT

ABRAHAM, ANITA. Subsistence credit: survival strategies among traditional fishermen. *Economic and Political Weekly*, 20(6) 9 Feb. 85, p. 247-52.

BHADURI, AMIT. The role of rural credit in agrarian reform with special reference to India. *Economic Bulletin for Asia and the Pacific*, 33(2) Dec. 82, p. 104-11.

FLOW of credit and subsidy under IRDP: a study across five states. *Journal of Rural Development*, 3(5) Sept. 84, p. 373-561.

*Contents:* Bihar, by R.N. Tripathy, B.P. Maithani and F.M. Pradhan; Uttar Pradesh, by A.K. Mukhopadhyay, M.J. Mohan Rao and A.C. Jena; Madhya Pradesh, by K.C. Alexander and N.Y. Naidu; Orissa, by M. Thaha, D. Chakravarty Reddy, D. Pattabhirami Reddy, Jacob George and P.K. Bhowmik; Karnataka, by P.T. George, K.N. Raju, D.V. L.N.V. Prasada Rao, V. Krishna Murthy Reddy and E.C. Java Kumar; An overview.

MOHANASUNDARAM, V. The institutional credit and the schemes for rural poor. *Kurukshetra*, 33(4) Jan. 85, p. 16-18.

SUNDARAM, SATYA. Priority sector lending : problems and remedies. *Journal of the Indian Institute of Bankers*, 55(1) Jan.-Mar. 84, p. 16-23,

#### AGRICULTURAL DEVELOPMENT

FEDER, GERSHON, ROBERT E. JUST and DAVID ZILBERMAN. Adoption of agricultural innovations in developing countries : a survey. *Economic Development and Cultural Change*, 33(2) Jan. 85, p. 255-98.

PICARD, LOUIS A. Self sufficiency, delinkage and food production : limits on agricultural development in Africa. *Policy Studies Review*, 4(2) Nov. 84, p. 311-19.

TALHA, MOHAMMED. Priority and challenges of agricultural development in Seventh Plan. *Kurukshetra*, 33(4) Jan. 85, p. 25-7, 31.

WEINBAUM, MARVIN G. Food security and agricultural development policies in the Middle East. *Policy Studies Review*, 4(2) Nov. 84, p. 341-50.

#### AGRICULTURAL EXTENSION

MANE, P.M. Planning and implementation of farm project : a study. *Kurukshetra*, 33(4) Jan. 85, p. 19-24.

#### AGRICULTURAL MARKETING

PRABHA, T. Government intervention and marketed surplus disposal : a case study of Tamil Nadu. *Economic and Political Weekly*, 19(51-52) Dec. 22-29, 84, p. 2171-5.

#### AGRICULTURE

BARBIER, POL. Inverse relationship between farm size and land productivity : a product of science or imagination ?

*Economic and Political Weekly*, 19(51-52) Dec. 22-29, 84, p. A. 189-98.

BOYCE, JAMES K. Agricultural growth in Bangladesh, 1949-50 to 1980-81 : a review of the evidence. *Economic and Political Weekly*, 20(13) 30 Mar. 85, p. A. 31-43.

BUTTERWORTH, KEITH. Practical application of linear/integer programming in agriculture. *Journal of the Operational Research Society*, 36(2) Feb. 85, p. 99-107.

GEERTZ, CLIFFORD. Capital-intensive agriculture in peasant society : a case study. *Social Research*, 51(1&2) Spring/Summer 84, p. 419-36.

GIDADHUBLI, R.G. Problem of grain production: search for a durable solution. *Economic and Political Weekly*, 20(9) 2 Mar. 83, p. 349-51.

GRAAFF, JAN. Economic theory and the economy of Palanpur. *Oxford Economic Papers*, 36(3) Nov. 84, p. 327-35.

MALISH, ANTON F. Soviet agricultural policy in the 1980s. *Policy Studies Review*, 4(2) Nov. 84, p. 301-10.

PEART, R.M. and others. Some examples of the use of simulation in U.S. and Canadian agriculture. *Journal of the Operational Research Society*, 36(2) Feb. 85, p. 109-15.

ROBERTS, MICHAEL K. and Others. The policy consequences of the green revolution : the Latin American case. *Policy Studies Review*, 4(2) Nov. 84, p. 320-32.

SEN SUDHIR. Galbraith on agriculture. *Economic and Political Weekly*, 19(46) 17 Nov. 84, p. 1950-1; 20(4) 26 Jan. 85, p. 154-6.

#### AGRICULTURE AND STATE

BUTLER, NICHOLAS. The common

agricultural policy and world food trade. *Policy Studies Review*, 4(2) Nov. 84, p. 291-300.

#### AIR POLLUTION

HEAP, H.R. Scrubbing keeps the air clean. *Capital*, 194(4801) 18 Mar. 85, p. 46-7.

#### ALIENATION (SOCIAL PSYCHOLOGY)

SCIULLI, DAVID. Talcott Parson's analytical critique of Marxism's concept of alienation. *American Journal of Sociology*, 90(3) Nov. 84, p. 514-40.

#### ARCHIVES

LODOLINI, ELIO. Archives organization in Italy. *Indian Archives*, 32(1) Jan.-June 83, p. 27-30.

PANDYA, C.B. Gujarat state archives—its problems and prospects. *Indian Archives*, 32(1) Jan.-June 83, p. 31-42.

#### ATOMIC POWER

SRINIVASAN, M.R. Nuclear power—right choice for India. *Society and Science*, 7 (1-4) Jan-Dec. 84, p. 35-45.

SUBRAMANIAN, R.R. China's nuclear posture in the 1980s. *IDSJ Journal*, 15(4) Apr.-June 83, p. 485-95.

#### AUDITING

MATHEW, K.T. Compulsory audit—a critical analysis. *Chartered Accountant*, 33(6) Dec. 84, p. 480-2.

#### BACKWARD CLASSES

SRIVASTAVA, MANJU and SARASWATI SRIVASTAVA. The Mandal Commission Report : a critique. *Journal of State Politics and Administration*, 6&7 (11&1) July-Dec. 83 and Jan.-June 84, p. 75-86.

#### BALANCE OF PAYMENTS

BANERJI, ARUN. British rule and the

Indian economy : agenda for fresh searches. *Economic and Political Weekly*, 19(31, 32&33) Aug. 84, p. 1273-84.

GHOSH, A. The balance of payment problem : pre and post Keynesian theories. *Capital*, 194(4799) 18 Feb. 85, p. 46-8.

PATNAIK, UTSA. Transfer of tribute and the balance of payments in the CEHI (Cambridge Economic History of India). *Social Scientist*, 12(12) Dec. 84, p. 43-55.

#### BANKS

BHATTACHARYYA, HRISHIKES. Banks: will they be in the red? *Capital*, 193(Annual No.) 21 Jan. 85, p. 79-85.

JOSHI, G.V. Role of development bank in developing economies. *Lok Udyog*, 18(11) Feb. 85, p. 37-43.

JOSHI, NAVIN CHANDRA. Financial aspects of bank-mismanagement. *Journal of the Indian Institute of Bankers*, 55(1) Jan.-Mar. 84, p. 47-51.

MISHRA, GIRISH. Revamping banks: how the biggest-ever bank fraud was unearthed. *Link*, 27(30) 3 Mar. 85, p. 14-16.

SEN, BINAYAK. The dimensions of planning process in banks. *Journal of the Indian Institute of Bankers*, 55(1) Jan.-Mar. 84, p. 36-46.

SHAH, S.G. A 20-point programme for Indian Banking. *Commerce*, 150(3851) 16 Mar. 85, p. 481-4.

SINGH, R.K.P. and S.C.P. THAKUR. Asset structure of regional rural banks in Bihar. *Journal of the Indian Institute of Bankers*, 55(2) Apr.-June 84, p. 93-7.

TANDON, B.B. and POONAM LAHIRI CHOUDHURY. Commercial banks and backward areas. *Lok Udyog*, 18(9) Dec. 84, p. 17-25.

## BIRTH CONTROL

BASU, ALAKA M. Family planning and the emergency: an unanticipated consequence. *Economic and Political Weekly*, 20(10) 9 Mar. 85, p. 422-5.

BHATTACHARYA, B.N. and Others. Births averted under family planning programme: a mathematical approach. *Sankhya (Series B)*, 46(3) Dec. 84, p. 320-30.

CHATTERJEE, B. Facts relevant to family planning. *Voluntary Action*, 26 (9&10) Mar.-Apr. 84, p. 138-43.

DE CUELLAR, PEREZ. We stand committed to family planning. *Eastern Economist*, 2(3) Oct.-Dec. 84, p. 15-16.

KAPOOR, T.N. Differences in levels of fertility and mortality between Kerala and Uttar Pradesh. *Journal of Family Welfare*, 31(2) Dec. 84, p. 3-14.

MALHOTRA, RASHMI, PARVEEN KAUR and M. NATH. Assessment of knowledge and attitudes of high school students regarding family planning: a need of the day. *Journal of Family Welfare*, 31(2) Dec. 84, p. 57-60.

MUNIKRISHNA REDDY, M. Status of women and family planning behaviour among non-adopters. *Social Change*, 14(3) Sept. 84, p. 53-7.

OZA, K.V. A policy of persuasive compulsion in population control. *Journal of Family Welfare*, 31(2) Dec. 84, p. 61-4.

RANI GOPAL, K. Benefit-cost analysis of the Indian family welfare programme. *Indian Economic Journal*, 31(4) Apr.-June 84, p. 45-52.

TOLNAY, STEWART E. and R.L. CHRISTENSON. The effects of social setting and family planning programs on recent fertility declines in developing countries: a reassessment. *Sociology and Social Research*, 69(1) Oct. 84, p. 72-89.

## BOARDS AND COMMISSIONS

MOE, RONALD C. A new Hoover Commission? *Bureaucrat*, 13(4) Winter 84-85, p. 30-4.

## BUDGET

ADISESHIAH, MALCOLM S. Regional economic development and budget. *Commerce*, 150(3849) 2 Mar. 85, p. 396-400.

DATTA, BHABATOSH. Central budget 85. *Capital*, 194(4801) 1 Apr. 85, p. 17-19.

DATTA, BHABATOSH. Greatest good of smallest number? *Mainstream*, 23(30) 23 Mar. 85, p. 6, 33-4.

DUTT, KALYAN. Nehru era ends. *Capital*, 194(4801) 1 Apr. 85, p. 21-5.

DUTT, R.C. The reverse gear. *Mainstream*, 23(30) 23 Mar. 85, p. 5, 33.

MEHTA, BALRAJ. Thrust of the budget. *Capital*, 194(4801) 1 Apr. 85, p. 45-6.

PALKHIWALA, N.A. Finest budget ever. *Capital*, 194(4801) 1 Apr. 85, p. 20-1.

SEN, ABHIJIT. A pathbreaking budget. *Capital*, 194(4801) 1 Apr. 85, p. 25-6.

VARMA, KEWAL. Bonanza for big business. *Mainstream*, 23 (30) 23 Mar. 85, p. 7-10, 30.

## BUDGET—PROCEDURE

PUGH, CEDRIC. Program budgeting reforms in South Australia. *Australian Journal of Public Administration*, 43(1) Mar. 84 p. 77-95.

RIVLIN, ALICE M. Reform of the budget process. *American Economic Review*, 72(2) May 84, p. 133-7.

YOUNG, JOHN D. Something for everybody: budget reform. *Bureaucrat*, 13 (4) Winter 84-85, p. 35-8.

## BUDGET, DEFICIENCY

EISNER, ROBERT. Which budget deficit? some issues of measurement and their implications. *American Economic Review*, 72(2) May 84, p. 138-43.

## BUREAUCRACY

DIAMOND, MICHAEL A. (Univ. of Missouri at Columbia). Bureaucracy as externalized self-system: a view from the psychological interior. *Administration and Society*, 16(2) Aug. 84, p. 195-214.

In this article the author uses Harry Stack Sullivan's theory of social psychiatry and serious psychoanalytic applications of organisational theory to suggest to what extent bureaucratized human relations and formal organizational structures are products of the psyche and thereby perpetuated by people. A central theme is that bureaucracy enhances the structural manifestation of embedded defensive operations of the person. Asserting the dominance of security needs as motivating forces over other human needs, Sullivan's psychiatry incoheres a serious paradox for students of organizational as behaviours and development interested in directing the course of bureaucratic reform and organisational change. This article directs future empirical research on the topic of interpersonal and organisational resistance to change and psychological reliance on bureaucratic styles of management. —*Reproduced.*

EAHEY, CHERYL (Florida State Univ.) and GARY J. MILLER (Michigan State Univ.). Bureaucratic agenda control: imposition or bargaining? *American Political Science Review*, 78(3) Sept, 84, p. 719-33.

Nikanen's economic model of bureaucratic behaviour assumes that bureaucratic agenda control allows the bureau to impose upon a passive legislature its most preferred alternative from among the set of alternatives that dominates the status

quo. But does a monopoly on the agenda give bureaus this degree of influence over a voting body? This article reports on experiments that demonstrate that a monopoly on the agenda puts the agenda monopolist in a position to bargain with a voting body, without being able to impose his or her most preferred alternative on that body. This evidence supports theories of bureaucratic legislative bargaining at the expense of theories of bureaucratic imposition. —*Reproduced.*

FALKENHEIM, VICTOR C. Bureaucracy, factions, and political change in China. *Pacific Affairs*, 57(3) Fall 84, p. 471-9.

JOHN LALL. Bureaucracy-socialising and security. *Mainstream*, 23(27) 2 Mar. 85, p. 8, 34.

ROSENFELD, RAYMOND A. An expansion and application of Kaufman's model of red tape: the case of Community Development Block Grants. *Western Political Quarterly*, 37(4) Dec. 84, p. 603-20.

STONE, CLEARENCE N. (Univ. of Maryland) and ROBERT P. STOKER (Univ. of Baltimore). Employee inefficacy in selected client serving bureaucracies. *Journal of Urban Affairs*, 6(3) Summer 84, p. 5-18.

This analysis is based on a survey of middle and lower echelon employees in housing, community development, and community action agencies in Maryland. The results suggest that a complex and hierarchical work setting heightens the sense of powerlessness among agency employees. The analysis suggests further the employees cope with powerlessness in part, by taking a narrow and limited view of task performance; and those with such a task orientation take a shallow and stereotyped view of their client's life situation. Feelings of inefficacy explain how employees who are discontented can nevertheless be channelled into 'conserver' behaviour.

## CABINET SYSTEM

HUGHES, COLIN A. The proliferation of portfolios. *Australian Journal of Public Administration*, 43(4) Sept. 84, p. 257-74.

ROBERTSON, JOHN D. Toward a political economic accounting of the endurance of cabinet administrations : an empirical assessment of eight European democracies. *American Journal of Political Science*, 28(4) Nov. 84, p. 693-709.

## CAPITALISM

HABERMAS, JURGEN. What does a crisis mean today ? Legitimation problems in late capitalism. *Social Research*, 51 (1&2) Spring/Summer 84, p. 39-64.

## CAREER SERVICE

FOXMAN LORETTA D. and WALTER L. POLSKY. Career counselor : professional answers to career questions. *Personnel Journal*, 64 (2) Feb. 85, p. 21-2.

## CASTE

CHAKRAVARTI, UMA. Towards a historical sociology of stratification in ancient India : evidence from Buddhist sources. *Economic and Political Weekly*, 20(9) 2 Mar. 85, p. 356-60.

ROBERTS, MICHAEL. 'Caste feudalism' in Sri Lanka ? A critique through Asokan Persona and European contrasts. *Contributions to Indian Sociology*, 18(2) July-Dec. 84, p. 189-217.

SRINIVAS, M.N. Some reflections on the nature of caste hierarchy. *Contributions to Indian Sociology*, 18(2) July-Dec. 84, p. 151-67.

## CEMENT INDUSTRY AND TRADE

DAS, KUMAR and B. SAHOO. Intensity of concentration in Indian cement industry. *Lok Udyog*, 18(11) Feb. 85, p. 45-52.

## CHILD WELFARE

KOCHUTHRESIA, SR. and SUMAN SOMBN K. Residential care for children under the tides of change : an empirical, study. *International Social Work*, 27(4) 84, p. 30-41.

## CITIES AND TOWNS

DESHPANDE, S.A. Intrinsic cost of urbanisation. *SPA Journal*. 6(4) Oct. 84, p. 127-9.

KOSAMBI, MEERA. Commerce, conquest and the colonial city : role of locational factors in rise of Bombay. *Economic and Political Weekly*, 20(1) 5 Jan. 85, p. 32-7.

MEYER, DAVID R. Control and coordination links in the metropolitan system of cities : the South as case study. *Social Forces*, 63(2) Dec. 84, p. 349-62.

PIMPLASKAR, S.L. Central-state-local government—a case for restructuring the relationship, with special reference to I.D.S.M.T. developments in Maharashtra. *Quarterly Journal of the Local Self-Government Institute*, 55(4) Oct.-Dec. 84, p. 209-16.

## CITIES AND TOWNS—GROWTH

RAMESH CHANDRA. Urban settlement in Seventh Plan. *Yojana*, 29(4) 1 Mar. 85, p. 15-16.

## CITY PLANNING

POLLAKE, PATRICIA BARON. Planning decision : does citizen participation make a difference? a case study. *Planning and Administration*, 11(2) Autumn 84, p. 63-77.

SMITH, PATRICK J. Planning and open government : recent policy options and applications in Canada. *Planning and Administration*, 11(2) Autumn 84, p. 54-62.

THOMAS, WYNDHAM. From the wretched slums to urban decay. *Town and Country Planning*, 54(2) Feb. 85, p. 44-7.

### CIVIL SERVICE

ALEEM, SHAMIM (Osmania Univ. Hyderabad). Professionalism in public administration with special reference to recruitment of civil service. *Journal of State Politics and Administration*, 6-7 (2-1) July-Dec. 83, and Jan.-June 84. p. 66-74.

This paper is a modest attempt to interpret the term professionalism, and to examine its repercussions on one of the most crucial aspects of personnel management viz. the recruitment. The author briefly surveys the recruitment policies of Great Britain, U.S.A., India and France, and reveals that the recruitment systems in these countries do not provide any scope for professionalisation of civil service or even selection on the basis of preference for relevance.

BOWMAN, JAMES S. (Florida State Univ.). Japanese management : personnel policies in the public sector. *Public Personnel Management*, 30(3) Fall 84. p. 197-247.

How do the world's experts in mass production manufacturing manage their civil service ? By examining Japanese public personnel policies from recruitment, the author finds that the relationship between employer and the employee is the key to understanding Japanese management, and how it differs from that in the United States. Fundamental to this relationship is the pivotal role of the personnel function in administration. Since many elements of the Japanese system correspond to those found in American government, it is suggested that the Japanese experience be used to build upon and improve existing personnel practices in the United States. This article features a special appendix on recent

human resource administration literature in Japanese business and government.—*Reproduced.*

D'AQUINO, THOMAS (Business Council on National Issues). The public service of Canada : the case for political neutrality. *Canadian Public Administration*, 27(1) Spring 84, p. 14-23.

Change is in the wind. There is an expectation that when the present leadership of the governing Liberal Party passes from the scene and a transition to the progressive conservative or newly led Liberal government follows, sweeping changes at the top of the public service will be the order of the day. The author welcomes a healthy dose of change but change that is carefully thought through and orderly.

He defends the concept of a permanent, professional, non-partisan public service and points out how the doctrine of political neutrality has been eroded. He argues for a return to a stricter adherence to the anonymity principle and to a reaffirmation of merit as the benchmark of appointments.

In seeking to strengthen the accountability of the public service to the executive, the author rejects partisan appointments to the public service in favour of appointed senior policy advisors. He proposes buttressing the role of individual advisors with a partisan research and policy analysis unit of some ten to fifteen people reporting directly to the Prime Minister and the cabinet as a whole. He suggests the upgrading of the research apparatuses of political parties themselves. Finally, he underscores the vital role that Parliament could play in exacting public service accountability.

The author concludes that the federal public service in its central characteristics should be preserved, and that the changes should be aimed more in the direction of



the restoration of the basic principles that have guided in the past.—*Reproduced.*

FRANKS, C.E.S. The public service in the North. Canadian Public Administration, 27(2) Summer 84, p. 210-41.

FRY, GEOFFREY K. (Univ. of Leeds). The development of the Thatcher government's 'grand strategy' for the civil service: a public policy perspective. Public Administration, 62(3) Autumn 84, p. 322-35.

Since the Thatcher Government came to office, the policies which it has pursued towards the civil service have been characterized by its determination to emphasize political control over the work of government departments and to 'Side-privilege' the civil service. The paper traces and evaluates the development of the Conservative Governments' 'grand strategy' for the civil service which was eventually given the form of the financial management initiative in 1982, an attempt to universalize MINIS and institutionalize Raynerism. Among other things, this policy study considers the cuts in civil service numbers and the changes in its hierarchy, the dismantling of the Priestley pay system, the civil service strike of 1981, and the disbanding of the Civil Service Department, involving as it did the dismissal of the Head of the Home Civil Service.—*Reproduced.*

HOUSE, PETER W. and VINCENT COVELLO. The phenomenon of the mandarins. Bureaucrat, 13(3) Fall 84, p. 30-4; 13(4) Winter 84-85, p. 42-7.

LALL, JOHN. Service accountability—how? Mainstream, 23(22) Republic Day 85, p. 13-16, 65.

LEWIS, GREGORY B. (Univ. of Georgia) and MARK A. EMMERT. (Northern Illinois Univ.). Who pays for veterans' preference? Administration and Society, 16(3) Nov. 84, p. 328-45.

The role of veteran's preference in the

federal civil service has been attacked and applauded. Yet little policy research has been conducted investigating the impact of preferential hiring on veterans, the merit system, or the employment of women and minorities. The article uses data on employees within the General Schedule system to isolate the effects of veteran's preference from those of race, sex education, federal experience, and age. The scope of veteran's preference and its impact on the merit system and the development of a representative bureaucracy are examined. The policy implications of this research are discussed in light of the 1978 Civil Service reform proposals.—*Reproduced.*

LOWE, RONDEY. (Univ. of Bristol), Bureaucracy triumphant or denied? the expansion of the British civil service, 1919-1939. Public Administration, 62(3) Autumn 84, p. 291-310.

The power of central government in Britain increased significantly in the inter-war period, but did Britain become bureaucratic? This article examines the expansion of the civil service as a whole through a detailed case study of one particular department (the Ministry of Labour) in the light of traditional critiques of bureaucracy. It concludes that previous overconcentration on the role of the Treasury has distorted analysis. The inter-war civil service became bureaucratic in terms not of rationality, inefficiency or power but only of size and increasing complexity. In this it reflected a general affected trend in British society, which also affected industry and the trade union movement.—*Reproduced.*

MCQUEEN, JENNIFER. (Public Service Commission, Ottawa). Integrating human resource planning with strategic planning. Canadian Public Administration, 27(1) Spring 84, p. 1-13.

Human resource management, directly linked to operational and environmental

forecasts, is a critical tool for public administrators as they respond to current difficult economic conditions. This paper describes new developments within the public service of Canada to improve the quality of human resource planning and to ensure its complete integration into the corporate planning system.

Plan for human resources must start at the top when the major objectives of the organization are set. These objectives establish the framework within which the strategic plan and the operational plans must fit. The author describes the factors which contribute to the complexity of developing and administering human resource planning in the public service and the principal elements of the policy and Expenditure Management System. Then, a new system is described which is proposed to be introduced in the federal public service in 1985. Its purpose is the integration of human resource planning, including career planning, training and development, hiring and action to redress under-representation with operational and strategic planning. Its tools include attrition forecasting, environmental scanning, models of organization under varying circumstances, occupational analysis and job definition, and it must be supported by data bases of considerable quality.

In the Canadian public service it has become evident that the roles of the manager and personnel specialist must change if human resource planning is to work. Manager must be trained and able to foresee the human resource implications of their strategic and operational plans. The specialist must be able to provide information and analytical support needed to turn implications into valid, realistic long-and short-term plans for the achievement of corporate goals through development and appointment of appropriate resources. Human resources plans must emanate from the basic objectives of the organization set by the Chief

Executive Officer and the executive team, they will succeed in direct proportion to the level of commitment and support awarded to them by Chief Executive Officers and the extent to which managers are held accountable for them.—*Reproduced.*

SIKKA, RAM PRAKASH. The Royal proclamation of 1858 and the civil service question in India. *Indian Archives*, 32(2) July-Dec. 83, p. 27-44.

SINHA, RAMASHRAYA. Role of civil service in India. *Mainstream*, 23(19) 5 Jan. 85, p. 27-30.

THOMAS, DAVID. Honing down the civil service. *New Society*, 71(1151) 17 Jan. 85, p. 88-90.

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## COAL

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#### GOVERNMENT ENTERPRISE

AGARWAL, V.K. and O.P. SHARMA (P.C. Bagla College, Hathras). Public enterprises in India: achievements and challenges. *Lok Udyog*, 18(9) Dec. 84, p. 11-16.

The number of public sector units in India with their massive capital investment has increased significantly. So far as the question of return on the capital employed is concerned the position has

been far from satisfactory. Many units in the public sector have suffered huge losses causing an over-burden on the national exchequer. However, on the whole, the achievements of the public enterprises in India have been satisfactory particularly as regards the diversification of field and generation of internal resources. They have contributed a lot to the economic development of the country by increasing the national income, by earning considerable foreign exchange, by developing basic and capital goods industries and helping in the rehabilitation of sick mills and also their operation on economic times. However, the working of these enterprises has invited criticism also. Public enterprises have many challenges before them and these have to be faced effectively in order to restore public faith in them. In certain spheres they have yet to do a lot and have to prove their worth.

—*Reproduced.*

**BROWN, L. DAVID** (Boston Univ. School of Management). Effective change strategies for public enterprises: lessons from turnaround cases. *Vikalpa*, 9(2) Apr.-June 84, p. 98-112.

The paper describes two alternative organizational change paradigms which have gained currency in the West, namely, strategic management and organization development. It highlights the distinctive characteristics of public enterprises, especially those operating in developing countries. It examines and analyses several turnaround cases of public enterprise in India and Sri Lanka to develop hypotheses on sequencing of events in a turnaround, leadership skills needed for turnaround, management of external interface of the enterprise, and determinants of mobilization of internal resources for turnaround. The paper identifies some systematic, self-sustaining effects of both sickness and turnaround; the way enterprise leadership can convert the liabilities of public enterprise into

assets; and the necessity for changing leadership styles in different phases of a turnaround. It concludes that strategic management and organizational development models of change may be inadequate as models for changing public enterprises, and a fuller model of planned change for public enterprises may emerge by considering turnaround strategies.

—*Reproduced.*

**DUENAS, JORGE RUIZ**: (Universidad Autonoma Metropolitana, Mexico). Public enterprise and planning in Mexico. *Annals of Public and Cooperative Economy*, 55(1) Jan.-Mar. 84, p. 91-107.

The importance of public enterprise in Mexico should not be underestimated. The structure of the State of Mexico developed in parallel with the consolidation of the country's public sector, and the constitution gives public enterprises a specific role to play in the economic management activities of the State within the framework of the National Democratic Planning System. Within the national planning system the objectives of public enterprises are defined as follows : to consolidate the mixed character of the economy, operating directly in key sectors and cooperating with the social and private sectors in priority areas; participation in the supplying of socially necessary goods and services and in basic production activities which the private sector has not taken up; promotion of the integration of the vertical and horizontal integration of the machinery of production to assist national development; the reorganisation and modernisation of the machinery of production so as to achieve higher production levels; the regulation of the markets for goods and services with a view to reducing the negative effects of inequalities of incomes; thus promoting regional development; and to increase current saving and reduce foreign currently expenditure, thereby providing a sound financial basis for development.

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IYER, RAMASWAMY R. Sectoral corporations: some organisational experiments in public sector in India. *Economic and Political Weekly*, 20(8) 23 Feb. 85, p. M-9-16.

Over the years there has been a great deal of debate on the performance of public enterprises and much concern has been expressed at the fact that the massive investment in the public sector has not yielded at adequate quantum of reinvestible surpluses. Any consideration of this matter in depth would need to cover a wide range of issues, but among them would be questions of organisation, structure and patterns of management of public enterprises.

This article gives an account of some organisational and structural patterns which have been tried out in relation to major public enterprise in certain important sectors of the economy. The author presents the logic of the decisions arrived at as seen by those concerned in the decision-making and seeks to formulate the issues involved. —*Reproduced*.

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This paper deals with the perception of middle level managers on the management to state level public enterprises in Karnataka. The author presents the findings of a study on the subject.

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In this study an attempt is made to collect information from 81 middle level executives of 23 state enterprises in Karnataka. An open ended questionnaire was used to elicit information regarding the drawbacks for the low efficiency of public enterprises. They were also asked to provide comparison between enterprises and private enterprises as well as immediate actions for turn-around strategy for public enterprises. On the basis of their perception and the actual case study, two alternatives are considered, viz.: (1) merger with successful public enterprises and (2) without merger. It was found that most of the middle level executives feel that it is feasible to have a turn-around strategy for state enterprises. —*Reproduced*.

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As the number of state level public enterprises in Andhra Pradesh has increased rapidly during the last few years, it is necessary to pay adequate attention to their performance. While making efforts to tone-up the performance of state units, the problems of capital structure has to be dealt with carefully. In this paper the authors analyse the capital structure in public enterprises of Andhra Pradesh and

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Canadian public enterprises, or Crown corporations, range in size from the very large (e.g., Air Canada, Canada Post, Ontario Hydro) to the very small. They are owned by the Federal Government and all the provinces, which explains why their industrial relations are governed by very different legislative regimes. After two decades in which the bargaining rights long enjoyed by private sector employees were progressively extended to public employees, the 1980s have been the various jurisdictions impose were restraints and other restrictions in collective bargaining. While the temptation to use public enterprises as an instrument of economic policy is understandable, restrictions of this sort may harm not only industrial relations but, in the long term economic performance as well. It is an earlier version of this article was delivered to the International Seminar on Industrial Relations and Public Enterprise Management in Third World Perspective, held in New Delhi in January 1984. —*Reproduced*.

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manpower but also from scarcity of trained personnel in critical areas. Lack of sufficient awareness of the importance of the problem, failures to undertake comprehensive assessment of the requirements of manpower over a projected time span and the like are stated to be responsible for such an affair. "Personnel" is noted to be an under-represented area in the public enterprises. Inadequate attention is being paid to the task of job analysis and specifications in such enterprises, suitable personnel are not attracted to join public sector thereby affecting adversely organisations, efficiency in the long-run. The author has suggested that public enterprises should be encouraged to formulate and implement suitable career development schemes in which emphasis should be on phased programme of training and development at different levels linked with definite ladders of promotions. This, it is expected, will go a long way in improving the operating efficiency of such enterprises. —*Reproduced.*

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This paper attempts to trace the early history of major cities of ancient and modern India, describing their emergence, location and government system. Also highlights the complexities of urban problems, and the efforts of the existing system of representative government to overcome them. It has been pointed out that both technocracy and political leadership have failed in their efforts to solve the problems of urban development. A few suggestions have been offered to meet the challenges of rapid urbanization in India.—*Reproduced*.

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In a democratic set up like ours local self-government administration has a unique role. Coordination between deliberative and executive wings plays an extra-ordinary role in making the local administration efficient and useful. For translating the views proposed by the

deliberative wing and securing the seal of approval upon them of the executive wing, the best way according to the author is to have a cabinet to run the city administration. The author points out that the West Bengal Government has already taken adequate steps in this direction. It is believed that the municipal administrative system in India which is modelled in the Anglo-American pattern is not political in character. The author traces the history of Calcutta municipal administration and opines that however much the British may take the credit of forming the system of local self-government in India, it is a harsh fact that this local self-government was under their iron hand. In conclusion the author states that even considering that there are conflicts between the legislative and executive wings the only alternative is the cabinet system.—*Reproduced.*

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Though France and the United Kingdom are the most populous countries with a legislative ombudsman at the national level, little has been written in English about the French plan. Created in 1973, it resembles the British scheme for the central administration, in that complaints must be forwarded to the ombudsman by members of Parliament. The French plan has been more successful than the British one, and hence ought to be studied by other populous countries considering such a plan. It differs from

the British scheme in several important respects, three of its unique features being its political nature, its decentralization and its reform orientation. However, a comparison of the total number of complaints received by the plan in France with that in countries where complaints are made directly indicates that, as in the United Kingdom, the requirement for complaints to be made through legislators has been a serious restriction and has prevented the plan from meeting a large part of the need.—*Reproduced*.

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#### PERSONNEL—SERVICE RATING

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#### PERSONNEL, MUNICIPAL

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One of the almost insurmountable problems confronting the municipalities in India is the lack of proper personnel management and this is true also in the case of Municipal Corporation of Hyderabad. It is surprising to note that a large majority of the Corporation staff is on deputation from the State Government and obviously they lack the keen interest in local affairs which is so essential for the efficient functioning of a local body. Another point is that Government exercises control over the recruitment of the personnel. The Commissioner has power to recruit personnel for certain departments only, but on the whole the Corporation authorities do not enjoy freedom to recruit personnel in accordance with their needs. The authors plead for a drastic change in the recruitment rule of the corporation. It is pointed out that rules regarding recruitment of officers also need modification. Hence, the authors argue that, this encroachment on the powers of a Local Body is not in keeping with the norms of Local Self-Government.—*Reproduced.*

STEIN, ROBERT M. Municipal public employment: an examination of inter-governmental influences. *American Journal of Political Science*, 28(4) Nov. 84, p. 636-53.

WEST, JONATHAN P. (Univ. of Miami). City personnel management: issues and reforms. *Public Personnel Management*, 30(3) Fall 84, p. 317-34.

The author examines merit-related issues and reforms in local government personnel management. A nationwide survey in 1979 showed widespread agreement among 403 city personnel officers that their personnel systems were operating effectively. Nevertheless, respondents were generally supportive of city personnel management reforms. A similar 1982 survey of 357 municipal personnel directors reported on the adoption of 14 specific personnel management reforms.

Results showed that consolidation of job titles, linkage of pay and performance, and contracting out were more popular than changing approaches to performance appraisal and alterations in the work environment. Changes in the selection and promotion process and major structural modifications have not been adopted as frequently as these other reforms.—*Reproduced.*

#### PERSONNEL, MUNICIPAL— SERVICE RATING

AMMONS, DAVID N. (North Texas Univ.). Peer participation in local government employee appraisal. *Administration and Society*, 16(2) Aug. 84, p. 239-56.

Despite the importance of employee performance appraisal and the generally low regard in which the process is held in local government there has been little municipal experimentation with peer appraisal—a technique demonstrated elsewhere to be reliable and valid. In this paper previous research on peer rating is reviewed, common reasons for hesitancy examined in light of the experience of a city which adopted a peer-supplemented system would be less qualified than their predecessors who were rated by their supervisors. Some evidence to the contrary was found.—*Reproduced.*

#### PERSONNEL, PUBLIC—LAY OFF

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## PERSONNEL, PUBLIC—SERVICE RATING

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### PROPERTY TAXES

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RAO, P. ARJUN. Property taxation of the Nizam of Hyderabad: a case study. *Nagarlok*, 16(3) July-Sept. 84, p. 78-94.

SATESH. Rates of property taxes in M.C.D. (1959-60 to 1984-85). *Tax-Net*, 2(2) Feb. 85, p. 79-88.

SHARMA, M.P. "Land" and "building" for levy of property taxes. *Tax-Net*, 2(3) Mar. 85, p. 104-24.

SHARMA, M.P. Law, procedure and administration of property taxes in Delhi. *Tax-Net*, 2(1) Jan. 85, p. 6-11.

SHARMA, S.P. Another historic Supreme Court judgement on property tax/house tax : Dr. Balbir Singh and others etc. etc. vs. M.C.D. and others and connected cases. *Tax-Net*, 2(1) Jan. 85, p. 18-20.

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### PROSTITUTION

PUNALEKAR, S.P. Prostitution in India: immorality or social subjugation ? *Mainstream*, 23(26) 23 Feb. 85, p. 15-20.

### PUBLIC ADMINISTRATION

ATTACKING government overload : new responses, new demands (papers presented at the twenty-sixth Annual Conference of the Royal Australian Institute of Public Administration was held in Hobart on 16-18 November, 1983). *Australian Journal*

of Public Administration, 43(1) Mar. 84, p. 12-76.

*Contents* : Administrative overload and the role of government, by Peter Self ; The nature and significance of overloaded government and Australian government responses, by M.S. Keating; New demands on transport administration in South Australia; by Derek Scrafton ; Responses to overload : a New Zealand perspective, by P.W. Boag ; Attacking government overload : a response, by L.E. McCarey.

BOWSHER, CHARLES A. Building effective public management. *Bureaucrat*, 13(4) Winter 84-85, p. 26-9.

CARTER, LUTHER P. (College of Charleston) and JEFFERSON S. DUFFEY (Univ. of Central Florida, Orlando). Whatever happened to the new public administration ? *International Journal of Public Administration*, 6(4) Dec. 84, p. 415-30.

The "New Public Administration" advocated the infusion of value preferences into areas of administrative practice. In assessing the historical legacy and contemporary applicability of the movement, the authors examines its objectives in view of changing political and administrative commitments. The article criticizes the extent to which institutionalizing, administrative values gives way to "value-shifting" when electoral moods change. —*Reproduced.*

KILLINGSWORTH, JAMES R. Idle talk and modern administration. *Administration and Society*, 16(3) Nov. 84, p. 346-84.

This article attempts first to define idle administrative talk in terms of Speech-Act philosophy, then proceeds to illustrate the value of such an approach as a framework for the empirical study of idle talk in modern administration. Finally, the article concludes with two suggestions about why idle talk is so prominent in

modern public and private sector administration. On the one hand, it may be a buffer device matched to the everyday ideological struggles occurring in complex organizations. On the other, its prominence may be due to the "fictional" nature of administrative work itself.—*Reproduced.*

LOGAN, BRUCE M. From vanguard to base camp: new perspectives on Irish public administration. *Administration (Ireland)*, 32(3) 84, p. 271-53.

MALEK, FREDERICK. Reflections on government service. *Bureaucrat*, 13(4) Winter 84-85, p. 3-6.

O'TOOLE, LAURENCE J., Jr. (Auburn Univ.). American public administration and the idea of reform. *Administration and Society*, 16(2) Aug. 84, p. 141-66.

The conventional wisdom concerning American public administrative thought suggests that a naive orthodoxy in vogue during the first portion of this century, was exposed as ideology a few decades ago and that the demise of the orthodoxy signalled the rise of innumerable perspectives. In this article, however, it is proposed that American public administration has retained an orthodoxy of reform in its continuing series of attempts to reconcile the tensions between democracy and bureaucracy. An analysis of the idea of reform as reflected in several significant administrative writings suggests one reason why the efforts of American administrative theorists have been consistently unsatisfying.—*Reproduced.*

ROBERTS, JOHN. The New Zealand experience of public administration. *Public Sector*, 7(4) Dec. 84, p. 10-15.

The text of an address to the NZIPA (New Zealand Institute of Public Administration) Annual convention, 2-4 October 1984.

SINGH, L.P. Reflections on some features of Indian Administration. *Journal of*

*State Politics and Administration*. 6 7 (11&1) July-Dec. 83 and Jan.-June 84, p. 87-99.

There is dilatoriness and sloth in our administrative system and the result is that there are indefensible delays in administration. According to the author the causes of delays are : (1) The structure of the civil service is 'bottom heavy'. (2) Excessive centralisation. (3) Constitutional provisions regarding conduct of business at the centre and the state. (4) At all levels of government there is a tendency towards softness in the conduct of affairs and excessive tolerance of sloth and inefficiency. Various suggestions being made to prevent present situation from deteriorating further are analysed.

This is V.K.N. Menon Memorial Lecture delivered at the 9th Conference of Indian Public Administration Association held under the auspices of Sambhalpur University, April 20-22, 1984.

WHITTINGTON, M.S. Territorial bureaucracy: trends in public administration in the Northwest territories. *Canadian Public Administration*, 27(2) Summer 84, p. 242-52.

WORTHLEY, JOHN A. (Seton Hall Univ.). Public administration in the People's Republic of China: an overview of values and practices. *Public Administration Review*, 44(6) Nov.-Dec. 84, p. 518-23.

Due to the difficulty of access to the People's Republic of China and its administrative systems, study of Chinese public administration has been meagre. The recent opening of China to professional and scholarly exchanges, however, now enables empirical research and comparative analysis. This article provides an initial overview of Chinese administrative values and practices. It describes some significant and unique managerial achievements in China, focusing on organization. Structure, personnel administration,

managerial style, budgetary processes, and communication systems, and suggests considerable similarities with American public administration.—*Reproduced.*

## PUBLIC POLICY

BRANDON, WILLIAM P. Public policy as the continuation of moral philosophy by other means. *Policy Studies Review*, 4(1) Aug. 84, p. 60-70.

DROR, YEHEZKEL. On becoming more of a policy scientist. *Policy Studies Review*, 4(1) Aug. 84, p. 13-21.

MANZER, RONALD. Public policy-making as practical reasoning. *Canadian Journal of Political Science*, 17(3) Sept. 84, p. 577-94.

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## PURCHASING

JEANRENAUD, CLAUDE. Public procurement and economic policy. *Annals of Public and Co-operative Economy*, 55 (2) Apr.-June 84, p. 151-8.

ROTHWELL, ROY. Creating a regional innovation oriented infrastructure: the role of public procurement. *Annals of Public and Cooperative Economy*, 55(2) Apr.-June 84, p. 159-72.

## RADIO BROADCASTING

PETERSEN, VIBEKE G. The challenge of new technology: impact on the Danish Broadcasting Monopoly. *International Political Science Review*, 5(2) Apr. 84, p. 209-24.

SOHONI, A.W. Educating farmers through broadcasts. *Yojana*, 29(4) 1 Mar. 5 p. 19-20.

## RAILWAYS

BEDI, P.N.S. A book-keeper's labours. *Mainstream*, 23(30) 23 Mar. 85, p. 31-3.

CHAKRABORTY, MANAS and SISIR GUHA. Trade unions and politics. *Indian Management*, 23(12) Dec. 84, p. 27-32.

JAFAR, MOHAMMED. Why this gloom over railways' finances! *Yojana*, 29(4) 1 Mar. 85, p. 6-9, 34.

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PRASAD, A. Financial management in the railways in the last 30 years. *Lok Udyog*, 18(9) Dec. 84, p. 3-9.

## REAL PROPERTY—ASSESSED VALUATION

GUPTA, V.P. Assessment on cost basis: duty of assessors. *Tax-Net*, 2(3) Mar. 85, p. 125-6.

## REAL PROPERTY—TAXATION

SHARMA, S.P. Provisions relating to income tax on house property at a glance. *Tax-Net*, 2(2) Feb. 85, p. 33-8.

YANDLE, BRUCE. Ground water and the land value tax: some dimensions of the problems facing fiscal specialists in applying rent taxation to underground resources. *American Journal of Economics and Sociology*, 43(3) July 84, p. 323-32.

## REAL PROPERTY—TAXATION—LEGISLATION

SHARMA, S.P. Property and taxation laws (Amendment) Act, 1984, *Tax-Net*, 2(1) Jan. 85, p. 1-5.

## REFUSE DISPOSAL

HIVALE, S.R. Removal and disposal of garbage from the city area of Pune. *Mun-*

icipal Corporation. Civic Affairs, 32(3) Oct. 84, p. 21-3.

WILLIAMS, BRUCE A. and ALBERT R. MATHENY. Testing theories of social regulation : hazardous waste regulation in the American states. *Journal of Politics*, 46(2) May 84, p. 824-58.

### REGIONAL PLANNING

KRISHNAMURTHY, V. and C. SANGAIAH. Role of financial and promotional institutions in regional development of Andhra Pradesh. *Institute of Public Enterprise Journal*, 7(2) Apr.-June 84, p. 17-27.

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RAJENDER PRASHAD. Standard rent after five years of letting (Mrs. Sheilla Kaushish Case (Supreme Court). *Tax-Net*, 2(2) Feb. 85, p. 30-40.

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### RESERVATIONS

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### RIOTS

GOPAL KRISHNA. Communal violence in India: a study of communal disturbance in Delhi. *Economic and Political Weekly*, 20(2) 12 Jan. 85, p. 61-74 ; 20(3) 19 Jan. 85, p. 117-31.

MASON, T. DAVID. Individual participation in collective racial violence : a rational choice synthesis. *American Political Science Review*, 78(4) Dec. 84, p. 1040-56.

### RULE OF LAW

CRISTI, F.R. Hayek and Schmitt on the

role of law. *Canadian Journal of Political Science*, 17(3) Sept. 84, p. 521-35.

DIAMOND, STANLEY. The rule of law vs. the order of custom. *Social Research*, 51(1&2) Spring/Summer 84, p. 387-418.

### RURAL DEVELOPMENT

ASMEROM, HAILE K. The Tanzanian village council : its present status as an agent of rural development. *Planning and Administration*, 11(2) Autumn 84, p. 82-90.

BALAKRISHNA, S. and R. MARAGATHA NACHIAR. Sample surveys for output monitoring in IRDP (Integrated Rural Development Programme) : sheep-rearing scheme in one block. *Journal of Rural Development*, 3(6) Nov. 84, p. 604-26.

BHATIA, B.M. IRDP (Integrated Rural Development Programme) in Palamau : action research project report. *IASSI Quarterly Newsletter*, 3(3&4) Dec. 84, p. 54-6.

BOGAERT, MICHAEL VAN DEN (XISS, Ranchi) Development as Chalaki : lessons of the IRDP in Palamau district, Bihar. *Social Action*, 35(1) Jan.-Mar. 85, p. 26-38.

The present article distills some reflections from an action research project carried out by the Xavier Institute of Social Service in the Palamau district of Bihar since the inception of the IRDP in 1981 a sample of beneficiary families receiving loans from five branches of the State Bank of India were escorted and their financial performance monitored. After discussing the background of IRDP, the article explains how Xavier Institute of Social Service got involved in the present action-research project. It then discusses the situation as perceived by the administrators, the bankers, the people, and XISS. The author opines how a program-



me based on election and a political decision that does not tackle the social structures is bound to go against the poor and strengthen the beneficiaries of the present system. This article is based on action research conducted by the XISS and was funded by Swiss Development Cooperation through the Indian Social Institute, New Delhi.

CLOKE, P.J. (Saint David's Univ. College, Lampeter). The resource concentration dispersal debate for rural development. *Productivity*, 25(2) July-Sept. 84, p. 189-99.

Rural planning in the United Kingdom has a long history, stretching back to the initial statutory legislation in 1932 and 1947. From these beginnings policies of resource concentration have been adopted for rural areas, and although they have become more sophisticated and better coordinated through time, they have been subject to strong criticism by commentators who favour policies of resource dispersal. The recent structure plans have not heralded an adoption of dispersal policies. Indeed there appear to be strong institutional constraints preventing their adoption. It is argued that a change of focus towards matters of policy-making and policy implementation would greatly benefit the understanding of what does happen, and what might happen in rural planning and resource allocation.—*Reproduced.*

GUPTA, MADHUKAR. Integrated planning for rural development and poverty alleviation. *Journal of Rural Development*, 3(6) Nov. 84, p. 636-65.

LAW, PREETA. Rural development: its impact on women. *Social Action*, 35(1) Jan.-Mar. 85, p. 81-90.

MATHUR, HARI MOHAN. Reaching the poor in rural areas: developmental issues and administrative requirements. *Man and Development*, 6(3) Sept. 84, p. 17-38.

For various reasons the results of rural development programmes have not come upto the expectations. The vast majority of the rural poor are not in a position to demand their due as they are inarticulate, unorganized, illiterate, stratified and dispersed. The rural development programmes should be properly planned, organised, directed, monitored, reviewed and evaluated. Proper personnel policies are necessary to administer the rural development programmes. As our tradition is to assign an important role to the bureaucracy, the real is to make the bureaucracy serve a public purpose. Some measures are suggested to improve the administration of rural development programmes.

MISHRA, S.N. and KUSHAL SHARMA (I.I.P.A. New Delhi). Ensuring people's participation in R.D. programmes. *Kurukshetra*, 33(4) Jan. 85, p. 6-8.

It is believed that the integrated rural development objectives can be achieved when the poor masses start participation in all aspects of the development process, namely, decision-making, implementation, monitoring and evaluation and benefit sharing.

PATEL, AMRIT, MAHENDRA PATEL and RAJU IYER. IRDP (Integrated Rural Development Programme), a myth or a reality: *Yojana*, 29(5) 16 Mar. 85, p. 4-7.

Programme Evaluation Organisation, Reserve Bank of India and World Bank have conducted field studies in connection with the planning and implementation aspects of the various rural development programmes and had brought to notice avoidable shortcomings and recommended various measures to correct them through effective monitoring. Instead of continuing the programme as it is the authors suggest the need for making IRDP an effective instrument in the alleviation of poverty during the Seventh Plan.



RAGHAVAN, G.N.S. Rural development: a return to Gandhism. Kurukshetra, 33(4) Jan. 85, p. 35-6.

RAJULA DEVI. Industrialisation holds key to rural development. Kurukshetra, 33(3) Dec. 84, p. 30-6.

RANGACHARYULU, S.V. (NIRD, Hyderabad). Beneficiaries meetings: a monitoring mechanism for IRDP. Journal of Rural Development, 3(6) Nov. 84, p. 627-35.

This paper is the outcome of action-oriented research taken by the NIRD during 1983-84 in Wardhanmapet block of Warangal district in Andhra Pradesh on 'Monitoring of IRDP'. The study was conducted to examine the effectiveness of existing monitoring mechanisms in IRDP and to explore the possibility of using scientific sampling procedures in monitoring at different levels. The objectives were studied with reference to sheep rearing scheme. It is believed that the present mechanisms in operation do not seem to be very effective in understanding problems faced by the beneficiaries and it has suggested various steps in the organization of beneficiaries meetings.

RANGARAJAN, V. (IOB Madras). Banking system and the poor, (with reference to Tamil Nadu). Madras Development Seminar Series Bulletin, 15(1) Jan. 85, p. 40-66.

The purpose of this article is to study the involvement of banking system for the development of the poor with reference to Tamil Nadu under the five broad aspects given below: (1) Characteristics of the rural poor. (2) Genesis of bank's involvement for the development of the poor. (3) Banking system in Tamil Nadu. (4) Banks lending to poor in Tamil Nadu. (5) Conclusions.

RAO, A. RAMA. Needed: linkages between DRDAs (District Rural Deve-

lopment Agencies) and DRCs (District Rural Centres). Kurukshetra, 33(4) Jan. 85, p. 4-5, 8.

RATH, NILAKANTHA. 'Garibi hatao': can IRDP do it? Economic and Political Weekly, 20(6) 9 Feb. 85, p. 238-46.

The problem of rural poverty is old and massive. The earlier hope of its mitigation, through the percolation of the fruits of the general economic growth failed. More land resources could not be made available to the poor.

The review of IRDP attempted in this article shows that the effort to give cattle and other assets too has yielded little. Subsidy appears to be the centre of attraction of the IRDP.

Eradication of poverty needs a multi-pronged strategy. The most important, indeed the central, aspects of it has to be the creation of massive wage employment opportunities in rural areas, both on private and public account. Other programmes will then provide opportunities for the able and the enterprising among the poor.

It is time resources, organisation and skill are directed to this end, if poverty is to be tackled in the decade to come. —*Reproduced.*

SENGUPTA, SUNIL. Problems of rural development and the Seventh Plan. Capital, 193 (Annual No.). 21 Jan. 85, p. 67-71.

SUNDARAM, K. and SURESH D. TENDULKAR (Delhi School of Economic). Integrated Rural Development Programme in India. Social Action, 35(1) Jan.-Mar. 85, p. 1-25.

Integrated Rural Development Programme was launched as an eraser of rural poverty in India. In this paper an attempt is made to assess the performance of IRDP during 1980-81 to 1982-83. After a discussion of some broad issues

and problem areas in respect of the development administration and financial institutions implementing the programme, this paper makes critical evaluation of the performance of the programmes in major states in terms of certain performance indicators. It examines how the very structure of the bureaucracy and the financial institutions is against the possibility of the target group getting its benefits.

This is abridged version of a part of a larger study conducted for the Asian and Pacific Development Centre, Kuala Lumpur, Malaysia, completed in 1984.

**TURAN, ILTER.** Policy makers' assumptions about peasant society: myth or reality? *Policy Studies Review*, 4(1) Aug. 84, p. 99-109.

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**RURAL-to-urban drift: looking for the balance point.** *Ceres*, 17(3) May-June 84, p. 25-36.

*Contents*: Introduction; Viewpoints; Brazil: counting the costs of the abandoned countryside, by Guillermo Almeyro; India: matching idle labour to idle land, by Pran Chopra.

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**SHARMA, R.N.** Intra-ethnic groups and urban adjustment: the case of North-Indian in-migrants in Bombay. *Nagarlok*, 16(3) July-Sept. 84, p. 25-35.

#### SAVING AND INVESTMENT

**HAYES, SHIRLEY J. and ROGER A. MESSENGER.** Shared savings pro-

grammes for industry and government. *Florida Environmental and Urban Issues*, 12(1) Oct. 84, p. 16-17.

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**OOMMEN, T.K.** Sources of deprivation and styles of protest: the case of the Dalits in India. *Contributions to Indian Sociology*, 18(I) Jan.-June 84, p. 45-61.

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**CHERNICHOVSKY, DOV.** Socio-economic and demographic aspects of school enrolment and attendance in rural Botswana. *Economic Development and Cultural Change*, 33(2) Jan. 85, p. 319-32.

**MOHANTY, SUNIL BEHARI.** School inspection in Scotland (U.K.) and Orissa (India). *Educational Planning and Administration*, 7(1 & 2) Apr. and July 84, p. 30-40.

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**LUMBERS, JAMES.** Reinterpreting the debate on autonomy in public service science. *Australian Journal of Public Administration*, 43(3) Sept. 84, p. 220-43.

**RUSCIO, KENNETH P.** The changing context of academic science: university-industry relations in biotechnology and the public policy implications. *Policy Studies Review*, 4(2) Nov. 84, p. 259-75.

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BALWINDER SINGH. The training of farm journalists. *Vidura*, 21(6) Dec. 84, p. 325-7.

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ELGUEA, JAVIER. Case study methods and the cultivation of mental skills: management training for developing countries. *Public Enterprise*, 5(2) Feb. 85, p. 173-9.

JAIN, K.K. (St. John College, Agra). Training and management development in public enterprises: a case study of Indian iron and steel industry. *Lok Udyog*, 18(1) Feb. 85, p. 21-7.

The article analyses the training and development activities in the steel industry and critically evaluates the existing training and management and developments of the iron and steel industry followed by the recommendations.

MENON, A. SREEKUMAR. State administrative training—some key issues. *Ati News*, 17(35) Sept. 84, p. 1-7.

PSACHAROPOULOS, GEORGE. (World Bank, Washington, D.C.). Assessing training priorities in developing countries: current practice and possible alternatives. *International Labour Review*, 123(5) Sept.-Oct. 84, p. 569-83.

This article presents a critical review of the dominant engineering-type methodology of assessing training priori-

ties in developing countries and proposes alternatives based on economic considerations such as the unit cost of training and the performance of recent graduates in the labour market. The data needs for the economic assessment of training priorities are enumerated with emphasis on tracer studies of school-leavers for generating a variety of labour market signals. This article is based on the author's presentation at the ILO Meeting of Experts on Methods of Training Needs Assessment Turin, 26 September—1 October 1983.—*Reproduced*.

RAO, P. MADHUSUDAN. Review of training programmes at Indian Drugs and Pharmaceuticals Ltd., Hyderabad. *Institute of Public Enterprise Journal*, 7(2) Apr.-June 84, p. 91-100.

RAO, T.V. Managing the institutes of management. *Indian Management*, 24(2) Feb. 85, p. 33-41.

RYAN, PAUL. The new training initiative after two years. *Lloyds Bank Review*, (152) Apr. 84, p. 31-45.

SETH, PREMILA. (Administrative Staff College of India, Hyderabad). Impact of training on personnel managers. *Productivity*, 25(2) July-Sept. 84, p. 207-16.

Personnel manager's job performance is influenced by his beliefs/attitudes. The belief patterns act as cues during the process of training. Cluster analysis of responses obtained from 119 personnel managers resulted in three and six clusters for responses before and after training respectively. The clusters obtained for after training revealed greater consistency and integration. The cluster pattern summarises the personnel manager as an employee oriented, objective individual able to recognize the utility of group processes and having faith in the capacity of worker to take initiative and handle responsibility. Training for personnel managers, to be

effective, should therefore be directed towards the entire complex of attitudes/beliefs underlying managerial philosophy and their interrelatedness in terms of clustering patterns. —*Reproduced.*

STUCKENBRUCK, LINN C. Educating potential project managers. *Project Management Journal*, Aug. 84, p. 11-16.

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#### TRIBES AND TRIBAL SYSTEM

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KUNHAMAN, M. The tribal economy of Kerala: an intraregional analysis. *Economic and Political Weekly*, 20(11) 16 Mar. 85, p. 466-74.

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#### URBAN ECONOMICS

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*Contents:* Urbanization and educational growth: some reflections on the

Indian experience, by N. Jayaram; Spatial aspects of urban systems: cases from Karnataka, by P.D. Mahadev and T. Vasantha Kumaran; Visakhapatnam and Vijayawada: a study in contrasting patterns of urban influence on surrounding rural areas, by C. R. Prasad Rao and C. Chakrapani; Urbanisation trends and their implications, by Waheeduddin Khan.

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The purpose of this article is to study the political socialization of the rural elites of the Podamari panchayats in Orissa. It also seeks to identify their patterns of political orientations and to highlight how different agencies and mechanisms shape their political orientations.

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JOSHI, P. C. Women and children in communication revolution. *Mainstream*, 23(28) 9 Mar. 85, p. 19-23.

MORGAN, SHERON. Women and economic security. *Popular Government*, 50(2) Fall 84, p. 11-16.

RESEARCH on rural women: feminist methodological questions. *Bulletin*, 15(1) Jan. 84, p. 1-63.

*Contents*: Rural women: issues for research, policy and organisation for gender quality, by Christine Pelzer White; Women solidarity—and divisions among women, by Ann Whitehead; Measuring women's work: methodological and conceptual issues in Latin America, by Magdalena Leon; Measuring time allocation, decision-making and agrarian changes affecting rural women: examples from recent research in Indonesia, by Benjamin White; Some thoughts on the life story method in labour history and research on rural women, by Jean Stubbs; Important issues for feminist nutrition research—a case study from the Savanna of West Africa, by Gill Gordan; Rural development and women liberation: caste, class and gender issues in a grass-roots organisation in Tamil Nadu, South India, by Burnad Fatima; Research methodologies appropriate to rapid appraisal: a Chinese experience, by Elisabeth J. Croll; Women, employment and the family: report on a colloquium comparing the women's movement and government legislation for gender equality in Britain and Vietnam, by Christine Pelzer White; Future rapid appraisal work of the IDS women's cluster, by Kate Young.

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SARADAMONI, K. Women, household and world around. *Mainstream*, 23(26) 23 Feb. 85, p. 31-2.

SWARUP, HEM LATA. Nonaligned movement and women. *Mainstream*, 23(28) 9 Mar. 85, p. 45-51. (This contribution is taken from her paper presented on the National Seminar on NAM under India's chairmanship, at New Delhi on September, 1984).

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CHAMBERS, MERRY. Recommendations on women and the economy: a report to the Governor. *Popular Government*, 50(2) Fall 84, p. 17-21.

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#### WOMEN—LEGAL STATUS

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## INDEX TO NEWSPAPER ARTICLES

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BHATIA, B.M. Targets in farming : welcome shift in plan priorities. Statesman, 21 Jan. 85, p. 6.

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MEHTA, A.D. Rural market centres. Economic Times, 9 Jan. 85, p. 5 ; 10 Jan. 85, p. 5.

PATEL, A.R. and M.R. PATEL. Bank finance for agriculture. Business Standard, 24 Jan. 85, p. 5 ; 25 Jan. 85, p. 5.

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some policy options. Economic Times, 2 Jan. 85, p. 5.

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### CHILD WELFARE

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KRISHNA, B. Salvaging the services : politicisation must end. Times of India, 16 Mar. 85, p. 8.

MAHESHWARI, S.R. Why a degree for government service ? Hindu, 25 Jan. 85, p. 8.

PRABHAKARAN, G. Overloaded beyond relief (on Kerala State Public Service Commission). Patriot, 17 Mar. 85, p. 5.

## COMPUTERS

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## DEFENCE, NATIONAL

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## BOOK NOTES

BAHL, ROY, ed. Local government finance in the Third World, ed. by Roy Bahl and Barbara D. Miller. New York, Praeger, 1983. 260p.

This book deals with local government finance in one developing country, the Philippines. The book consists of seven chapters. Chapter 1 addresses the topic of budgeting and financial management of local governments. Chapter 2 examines the real property tax in detail. Chapter 3 provides an analysis of the business licence tax. Chapter 4 provides a critical appraisal of inter governmental fiscal relations, particularly the grants system. Chapter 5 presents an analysis of the use of local government public enterprises offering specific details on market enterprises and a case study of Bulacan Province. Credit financing by local governments and the feasibility and form of a specialized local government credit authority are the subjects investigated by Ken Hubbell in chapter 6. The concluding chapter reviews the findings and suggests conclusions, alternative policy directions, and future research implications.

BHATTACHARJYA, ARUNODAY. Recruitment rules and civil services. New Delhi, Prachi Prakashan, 1984. 222p. Rs. 60.00.

The present book deals with recruitment rules and civil services in India. It aims at drawing attention to the need for better understanding of the relationship between the theories of recruitment and the task of the civil service in the context of actual national situations. The book has been divided into eight chapters. The first chapter deals with the topic and highlights the fact that the tone of civil service is set by recruitment practices and standards. It also explains why an indepth study of the dimensions, nature, contents and significance of this relevance must inform the principles formulations and application of recruitment rules for selection of personnel for the civil service-based system of administration. The second chapter explains the scope of the study and its methodology. The third chapter deals with the civil service framework, both structurally and historically. The fourth chapter discusses the process of recruitment, covering the theoretical, technical and practical aspects of recruitment rule-making. The fifth chapter examines the view of the Indian system of recruitment to civil service in its different ramifications, particularly from the East India Company. Chapter six analyses the major systems existing in different countries with different approaches to recruitment rules and civil service as well as the implications of such rules in the context of the civil service and public. In the seventh chapter the relevance of the recruitment rules has been discussed against the global. The concluding chapter contains conclusions. The book also contains nine annexures. Bibliographical references are presented at the end of each chapter. There is a six-page bibliography.

BRADNOCK, ROBERT W. Urbanisation in India. London, Murray, 1984. 58p. £3.25.

In this monograph the author attempts to analyse the origins and nature of the processes of urbanisation in India. This monograph presents four perspectives on India's urbanisation. First it examines the historical background to India's modern urban system. Secondly, the factors underlying recent urbanisation are analysed. In chapter three the author moves on to the question of which effects urbanisation is having today on the cities' morphology and functional organisation. These themes are then studied through a more detailed examination of two contrasting Indian cities, Madras and Hyderabad. The monograph concludes with a discussion of the prospects for India's urbanisation in the immediate future and the problems that urbanisation poses. Summary is presented at the end of each chapter. Also contains bibliographical references at the end of the text.

**BURGESS, LEONARD R.** Wage and salary administration : pay and benefits. Columbus, Bell and Howell, 1984. 434p. \$ 32.50.

This book deals with wage and salary administration in U.S.A. The book consists of eighteen chapters. The plan of the book is as follows : Chapter 1 explores the roles of labour, management, government and the general public with respect to pay and benefits; chapter 2 reviews legislative and legal aspects; and chapter 3 deals with the base pay for different types of jobs, as well as with a few trends in pay and other economic indicators. Chapter 4, which deals with job analysis and description. Chapters 5 to 9 deal with the process of job evaluation. Chapter 10 explores pay and benefits surveys, by which the wage and salary administrator seeks to determine what actual pay and benefits are in selected occupations, areas or industries. Chapter 11, which deals with pricing explains how the results of an external market analysis are brought into line with the conceptions of equity as to the worth of jobs within the organization structure. Chapter 12 discusses job evaluation. Chapter 13 deals with incentive plans : Chapter 14 discusses employee benefits in addition to base pay. Chapter 15 and 16 deal with pay and benefits for two particular groups of employees—executives and professionals, Chapter 17 covers the inequities in pay which still persists for minority groups and women. The final chapter focuses on some major unresolved problems in the pay and benefits field. The chapters are supplemented by end of chapter summaries, questions case studies and bibliographical references.

**COPE, DAVID R., ed.** Energy policy and land-use planning : an international perspective, ed. by David R. Cope, Peter Hills and Peter James. Oxford, Pergamon Press, 1984. 308p. \$22.50.

The central concern of this book is to investigate in a systematic fashion the national, regional and local planning context of energy developments. Planning for resources including coal, oil and gas is examined in various national contexts. The book consists of ten chapters besides conclusions. After brief introduction, second, third fourth chapters explore the links between energy policy and other, equally important matters such as employment generation, regional development policy, housing provision and housing location, transport infrastructure and policies towards agricultural and recreational country side. The fifth chapter deals with power stations. Chapter six provides a broader perspective on the British approach to energy project analysis by reviewing energy developments and land use planning in Canada and in particular in the Province of British Columbia. Chapter 7 on the Netherlands deals with land use planning systems treatment of energy supply dilemmas. It also gives details of a procedural response to these

dilemmas. Chapter 8 on Ireland discusses in detail how intently a country without a strong fossil fuel supply base needs to consider renewable energy resources. Chapter 9 addresses the need for coherent stable, incremental long term planning policies because of the slow speed of change in the built environment. The planning aspects of nuclear power stations have been extensively discussed in chapter 10. Bibliographical references are presented at the end of each chapter.

**FARNHAM, DAVID.** Public administration in the United Kingdom : an introduction, by David Farnham and Malcolm McVicar. London, Cassell, 1982. 297p. \$10.95.

This book illustrates the principles and problems of sound public administration with numerous examples drawn from British central and local government, police, health services, etc. It includes treatment of its relationship to politics, parliament and public accountability and control. The book has been divided into five parts. Part one highlights the general political environment within which public administration takes place. It examines the main institutions of government, and outlines the principal features of the political process. In part 2, the authors describe the administrative system in some detail. This includes the structure and operation of central government departments, the civil service, public corporations and local government. Part 3 shows how the administrative systems works in practice, and the authors examine the ways in which major economic and social policies are made and implemented. Part 4 looks at three key issues in public administration : its manpower; its accountability and control; and the channels and limitations of public participation within it. In part 5, the authors evaluate very briefly the changing nature of politics and public administration. Bibliographical references are provided at the end of each chapter.

**GILBERT, G. RONALD, ed.** Making and managing policy: formulation, analysis, evaluation. New York, Marcel Dekker, 1984. 359p. \$42.00.

The central mission of this book is to make a statement about the processes and approaches which are used by public managers to make and guide public policy. The book has been divided into three sections: Policy Formulation, Policy Analysis and Programme Evaluation. It draws on examples from most of the major categories of public service, *i.e.*, education, health, energy, environment, human services, transportation, defence and the like. It highlights landmark cases such as the passage of the Civil Service Reform Act of 1978 and the institutionalization of programme evaluation the U.S. General Accounting Office. Historical and definitional articles have been included as points from which future dialogue may occur about the practice and scope of public policy making. Bibliographical references are presented at the end of each chapter.

**GUPTA, ARVIND.** Public enterprises: economic development and resource mobilisation. New Delhi, Criterion Publications, 1984. 336p. Rs. 170.00.

The present book assesses and evaluates the structural pattern of gross resource mobilisation in 79 basic and capital goods producing enterprises of the Central Government during the period beginning with the Third Five Year Plan and ending with the termination of the Fifth Five Year Plan. It classifies the public enterprises on the basis of the nature of their origin, industry, size and efficiency. Subsequently, the pattern of utilisation of mobilised resources under the above four old classification is examined. In addition, the determi-

nants of gross resource mobilisation are framed and finally various issues relating to the operations of the public enterprises are discussed.

The book consists of three sections : Section 1 deals with the theoretical issues and methodology adopted in the book. Section 2 presents the quantitative results regarding the structural pattern of gross resource mobilisation in basic and Capital' goods enterprises, both at the aggregated and the disaggregated levels. Section 3 summarises the main findings and draws attention to the policy implications arrived at from the study. There is an eleven page bibliography at the end of the text.

**HADIMANI, R.N.** The politics of poverty. New Delhi, Ashish Publishing House, 1984. 194p. Rs. 95.00.

The book deals with the politics of poverty in India by taking a specific case study of Chakrabhavi a development shadow' village in Bangalore district of Karnataka. This study was sponsored by the Indian Council for Social Science Research, New Delhi. The book answers the following questions: Who are the poor people? What are the reasons for their poverty? How many of them can manage to get the benefits meant for them? What determines their access to the benefits? What are the 'survival strategies' of the people who do not have this access? And, how to provide accessibility to them and help to improve their conditions? The book consists of five chapters. After brief introduction, the second chapter gives a background information of Chakrabhavi village and its people through discussions on ecological, demographic and social aspects of different castes and communities in the village. The third chapter highlights the relative importance of the political factor and shows how benefits of the developmental programmes for the weaker sections have followed towards the politically power, while the most deserving sections with no access to political support have been denied them. It also shows the survival strategies of the politically weak in the light of five cases. The fourth chapter is a discussion on the factors responsible for the politico-economic backwardness of the villagers. The concluding chapter is a summary of the findings of the study and suggests some policy measures to help the weaker sections in the village. Also contains five page bibliography.

**HEMMING, RICHARD.** Poverty and incentives: the economics of social security. London, Oxford Univ. Press, 1984. 212p. £ 5.95.

The purpose of this book is to assess the performance of the British Social security system. It begins by specifying the objectives of social security and describing the system which has emerged to meet them. The plan of the book is as follows: In chapter 1 an economic framework for social security analysis is developed. An overview of the structure of social security is provided in chapter 2. Poverty is the subject of chapter 3, and in particular the extent to which the benefits available reach those for whom they are intended. Benefits for low income working families interact with the taxes they must also pay in a complex fashion which is explained in chapter 4. In chapter 5, dealing with unemployment, sickness, and disability benefits, this approach proves especially valuable. Spending on retirement pensions is by far the largest item of social security expenditure; a new state pension scheme has recently been introduced which in twenty years' time will begin paying pensions considerably more generous than those currently available. Working out the implications for expenditure

of the new scheme occupies much of chapter 6, although other pension issues are not ignored. The British Social security system provides assistance with housing costs; but despite recent reform, serious problems remain. What these serious problems remain. What these are, and how they might be overcome, is revealed in chapter 7. Chapter 8 deals with proposals for social security reform, both radical and not so radical. There is a eight page bibliography.

**INDIA. ALL INDIA COMMITTEE ON JAIL REFORMS, 1980.** Report. New Delhi, Ministry of Home Affairs, 1983. 2 Vols. 515p. Chairman: A.N. Mulla.

The Ministry of Home Affairs set up a committee on Jail Reforms under its resolution No. VI. 14086/3/80-G.P.A. IV. of July 25, 1980 under the Chairmanship of Justice A.N. Mulla. The purpose of this committee was to study all aspects of prison administration in the country and to devise measures for its effective improvement, with particular emphasis on the care of women, adolescents, children and mentally sick persons in jails. The terms of references were: (i) to review the laws, rules and regulations governing the management of prisons and the treatment of prisoners and to make recommendations keeping in view the overall objective of protecting the society and rehabilitating the offenders; (ii) to examine the living conditions of prisoners with specific reference to their basic needs and provision of facilities compatible with the dignity of human life and to suggest improvements as considered necessary; (iii) to reappraise the policies governing the recruitment, training and development of prison personnel in relation to the objective of custody and correction and to find ways of ensuring that persons with requisite talent, aptitude and ability man the prison service; (iv) to look into the procedure regarding the internal management of prisons with a view to raising the present level of prison security and institutional discipline and suggest appropriate change, (v) to review the programmes of institutional treatment, education, vocational training, industry, agriculture and such other occupational activities and to suggest measures with a view to develop prisons as correctional centres; (vi) to suggest measures for the specialised treatment of women adolescents children and mentally sick persons, (vii) to review the working of open-air prisons and to suggest measures for improvement; (viii) to scrutinise the system of remission of prison sentence, parole and probation and to lay guideline for bringing about uniformity and standardisation in approach. The report consists of 29 chapters. Attempt has been made to make the report comprehensive including specific recommendations on various aspects of jail administration. The report was submitted on 31st March, 1983.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Administrative accountability, ed. by T.N. Chaturvedi. New Delhi, IIPA, 1984. 348p. Rs. 100.00.

The present book is the result of the articles published in one of the special numbers of the Indian Journal of Public Administration, July-September 1983. This issue was devoted to the broad theme of accountability in administration. This book consists of 23 articles. The first four articles contributed by B.B. Misra, V. Subramaniam, Shriram Maheshwari and Asok Mukopadhyay, cover historical, theoretical analytical and contextual aspects of the doctrine of Administrative accountability and its working in day to day administration. In the fifth article S.M. Jain discusses relationship between accountability and the Directive Principles of State Policy. C.P. Bhambhri in his article opines that



government institutions are more responsive to interest groups close to the bureaucracy and ignore the demands who do not or cannot reach them. Dwivedi in his article rightly says: "In general, an overall environment of responsible behaviour must emerge if a country wished to sustain an accountable administration" Dubhashi discusses some of the known administrative and judicial processes of enforcing accountability in government and public sector. In the next article Sethi shows his concern about absence of a clear-cut theory of accountability and the prevailing asymmetrical relationship between politicians bureaucrats and businessmen with regard to accountability. A.P. Sexena in his paper examines the concept the criteria and the range of accountability in training of administrators. Thavaraj in his contribution gives a brief survey of the practice of financial accountability in U.S.A. and discusses how various tools, like audit budget etc, operate and bring to the fore the problems encountered in their being fully effective. R.B Jain in his article examines the policy making role of the Indian Parliament since independence to 1979. N.R. Inamdar in his contribution focuses on the role and functioning of Estimates Committee. Rajan is a critique of the existing criminal justice administration in India and focuses attention on the perception of reality in that sphere and suggests some remedies. The other contributors are: Kuldeep Mathur, O.P. Minocha, Mukkavilli Seetharam, Rajendra Maheshwari and Pushpa Maheshwari, Donald C. Rowat, R.L. Wettenhall, Mohammad Mohabbat Khan, C.E.S. Franks and O. Glenn Stall. It contains a useful forty-page bibliography.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Citizen and administration. Series editor T.N. Chaturvedi. Volume editor S.N. Sadasivan. New Delhi. IIPA, 1984. 175p. Rs. 100.00.

This book deals with important facets of citizen-administration interface such as the machinery for redressing the citizen's grievances and the adequacy of the existing and desired institutional arrangements for ensuring probity in public services. The articles in the volume are selected from the earlier issues of *Indian Journal of Public Administration*. This volume is one of the series the IIPA is engaged in bringing out the commemoration of its Silver Jubilee. There is a fifteen-page bibliography.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Development Administration. Series editor T.N. Chaturvedi. Volume editor S.P. Verma and S.K. Sharma. New Delhi, IIPA, 1984. 208p. Rs. 100.00.

This book deals with the meaning and significance of development administration as well as other allied and supportive areas. The present compilation of articles are selected from the earlier issues of *Indian Journal of Public Administration*. This volume is one of the series of IIPA is engaged in bringing out in commemoration of its Silver Jubilee. There is a sixteen page bibliography.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. CENTRE FOR URBAN STUDIES.** IDSMT programme implementation, its evaluation and impact analysis, by R.K. Wishwakarma, Ajay Prakash and H.B. Pandey. New Delhi, IIPA, CUS, 1984. 215p.

This study is a scientific evaluation of the centrally sponsored programme of integrated development of small and medium towns of Sri Ganganagar in

Rajasthan and Trichur in Kerala. The present case study has been divided in four parts. The part one consists of two chapters—'Introduction giving the general background and overall profile of integrated development of small and medium towns and the 'methodology' part two consists, of three chapters, deals with 'Area Profile', 'ISMDT Projects Profile' and 'Implementation and Evaluation' in Sri Ganganagar, Rajasthan, part three also consists, of three chapters, deals with 'Area Profile', 'ISMDT Project, Profile' and Implementation and Evaluation' in Trichur, Kerala. Part 4 deal with chapter nine on 'Project Management; gains and constraints' and chapter ten Policy Implications of Evaluation Findings.

**INTERNATIONAL LABOUR ORGANISATION.** Expansion of employment through local resource mobilisation: study of a cluster of village in 'West Bengal, India, by Tares Maitra. Bangkok, ARTEP—ILO, 1982. 114p. \$ 5.00.

Based on a survey of cluster of villages in the state of West Bengal in India, the present study examines the basic techno-institutional parameters under which the economy at the level operates in order to identify the economic activities which could be expanded through the mobilisation of local resources. The expansion of productive employment is a concern of the study. An estimate of the employment potential is made and the preconditions for its realisation are discussed. The plan of this study is as follows. After brief introduction, chapter 2 discusses the validity of certain total estimates in the light of available published statistics. Chapter 3 analyses the demographic characteristics like age-sex distribution, occupation, employment and potential available labour. Chapter 4 discusses the structure of the farm, the incidence of tenancy, cropping pattern and its determinants in the area irrigation, possibilities of expansion of the cropping intensity and the efficiency of crop production. Chapter 5 analyses the associated infrastructure like extension service, distribution of inputs, cooperatives, credit, marketing and government assistance. Chapter 6 discusses the non-farm production units with a view of ascertaining the current level of activity, the associated seasonality, and the problems of credit and market. Chapter 7 presents estimated potential increase in employment under certain proposed actions are also discussed. This study was sponsored and funded by the Asian Employment Programme, Asian Regional Team For Employment Promotion (ARTEP) ILO, Bangkok.

**INTERNATIONAL LABOUR ORGANISATION.** Labour administration: administration of minimum wages in agriculture. Bangkok, ILO, ARPLA, n.d.? 137p. SF. 20.00.

This monograph presents a background paper presented at the National Symposium on Administration of Minimum Wages in Agriculture, India. The farm labourers have formed an important section of the rural community having a distinctive character and individuality of their own from the days gone by. It is widely believed that they are among the poorest, lowest paid and generally ill clothed and cannot read or write. Their employment is seasonal and irregular, payment is often made in kind. Farm labour is not covered under minimum wage regulation in most Asian countries except in Philippines, Indonesia and India. It is suggested that the guidelines evolved by the Ministry of Labour, follow the recommendations of both the National Commission on Labour and the National Commission on Agriculture, and effective enforcement of the

Minimum Wages Act would certainly improve the working conditions of the agriculture labour in India. There are six annexes at the end of the text.

**JOSHI, S.C., ed., Rural development in the Himalaya : problems and prospects.** Nanital, Gyanodaya Prakashan, 1984. 385p. Rs. 250.00.

This book, the first in the series, seeks to analyse and discuss in depth the distinctive feature of the Himalayan environment, the characteristic problems that emanate from man-nature interaction and their assessment and analysis the context of the complex and fragile ecological background of these mountains.

The book consists of five sections, the sections being entitled : I. 'Ecological setting of the Himalaya, II. 'Resource use and economic patterns, III. 'Environmental process—conservation and regeneration, IV. regional physiology and the divergent problems' and V— 'Methodological perspectives and planning strategies'.

The first section deals with papers of geographical interest. The contributors are : Shigeru Iijima, P.C. Sharma, P.K. Chakravari, R.P. Singh and Har Prasad.

The second section deals with economic patterns and resource use. The contributors are : S.M. Das and S. Akhtar, D.P. Joshi, Parkash Mehta, Pradyumna Prasad Karan and W.A. Bladen, C. Shastri, S.S. Khanka and N.S. Bist.

The third section contains six papers that give evidence of the most pressing problems of environmental concern in the Himalaya.

Section four deals with the regional physiology and the divergent regional problems of rural development with emphasis on types and levels of regional economic, social and political problems and regional backwardness.

The concluding section consists of three papers. In the first paper the author has visualised the most compulsive situation of the days and has expressed concern over the extension of the politicisation process that now deeply pervades into the affairs of the universities. In the second paper the author has highlighted the long felt need for an appropriate policy for management of hill area development in the country. In the third article the author views the social situation of the Uttara Khand (U.P. Himalaya) as characterised by a great hiatus between perspectives of the planners from above and people's perceptions from the below and he has very perspicaciously remarked that such a gap is partly inherent in the very process of the planned development.

**KELLERMAN, BARBARA, ed. Leadership : multidisciplinary perspectives.** Englewood Cliffs, N.J., Prentice-Hall, 1984. 288p. \$ 17.95.

This book provides the academic and 'real' worlds with a range of perspectives on leadership. It offers the most important historical, psychological, anthropological, political, organizational, sociological and philosophical perspectives on leadership issues. It answers such key questions as what is leadership and nature of man? What does that imply about followership? How does particular discipline think about leadership questions? Does it address the issues of causation? Is the moral dimension imperative? The book consists of twelve chapters. Each

chapter contains a general analysis plus responses to specific questions on leadership.

**KILLING, J. PETER.** Strategies for joint venture success. London, Croom Helm, 1983. 133p. £ 13.95.

The Central mission of this book is to help European and North American managers to become more successful with joint ventures. The book consists of eight chapters. In the first chapter both sides of the joint venture paradox are examined. In chapter two a fundamental question of joint venture design and management is addressed. Chapter three provides a detailed illustration of two joint ventures, are dominant and one shared, each being used to develop technique to mine and process manganese nodules on the ocean floor. Chapter four deals with the design of shared management ventures, discussing when such ventures are really necessary and talk in about choice of a partner, staffing issues and the design of a reward system for the venture's parents. Chapter five discusses the management of a shared management venture from the viewpoint of its general manager, examining issues of ambiguous relationships, allegiance, trust and autonomy. Chapter six examines joint ventures from the point of view of only one partner, the one without technology to bring to the venture. It also discusses when different types of licence agreements and joint ventures should be used by firms which want to acquire new technology. Chapter seven presents a pair of closely related cases in which two European firms with good technology appropriate to a developing U.S. market form joint ventures with the same US partner, and both fail. Chapter eight offers both a managerial, perspective and summary of authors' findings and suggests areas in which further work is needed. Also contains bibliography.

**LAXMI NARAIN, ed.** Public enterprises and fundamental rights : basic papers and discussions of a national level Seminar. ed by Laxmi Narain and B.S. Murthy. Bombay, Tripathi, 1984. 143p. Rs. 55.00.

This book gives an account of the Seminar proceedings and contains papers contributed by some of the participants in the Seminar, which was organised in Hyderabad on 14th August 1982. The main discussions were : (1) The question was raised what philosophy should guide the establishment and operation of public enterprise corporations and how far attainment of social justice should figure as their policy guide, besides industrial and business efficiency. (2) There was an attempt to identify the actual and potential claimants regarding the manner of operation of public enterprise corporations, the nature of there claims, and the governmental institutions available to decide the claims and counter claims (3). There was considerable debate on the desirability of the exercise of judicial control over the corporations through the instrumentality of the prerogative writs and FRS. (4) A good deal of the discussion centred on the interpretation to be given to "State" and "other authorities" in Art. 12 of the constitution. (5) Some attention was given, by those who did not wholly or partially agree with the recent approach of the Supreme Court to the alternatives that may be adopted in preference to the courts.

**LOEHR, WILLIAM.** Threat to development : pitfalls of the NIEO, by William Loehr and John P. Powelson. Boulder, Colorado, Westview Press, 1983. 170p. \$ 30.00.

Far from transferring resources from the rich to poor, as intended, the New International Economic Order (NIEO)—if fully implemented—is more likely to transfer them from the poor to the rich. Thus assert the authors, who present their analysis of trade and investment data in support of their conclusions. The NIEO, a programme adopted by the United Nations, proposed prices of primary products, tariff preferences for exports of less developed countries to the industrial world, a code of conduct for multinational corporations, international monetary reform, debt forgiveness or rescheduling for the third world, plus a number of other provisions designed to help third-world countries.

But, the authors contend, all these provisions will further enrich the already rich within the third world, while adding to the poverty of the already poor. Higher prices for primary products would benefit the rich producers at the expense of the poor who buy them. Debt rescheduling would help only those rich enough to incur debt in the first place ; because and is available in finite quantities, this help might be at the expense of the poor. Likewise, trade preferences would also help the rich, who are the major exporters. This book demonstrates how the effects of the NIEO could well be the opposite from what is widely believed. Bibliographical reference are presented at the end of each chapter.

**MALIK, SARLA.** The prime minister of India : powers and functions. Pilani, Chinta Prakashan, 1984. 367p. Rs. 150.00.

This book is the result of a revised version of Ph. D. thesis approved by Kurukshetra University. The focus of this book is on the office of Prime Minister as the system operator, system transformer and system sustainer. Jawahar Lal Nehru and Lal Bahadur Shastri have been presented as system operators of the Indian political system, whereas Mrs. Indira Gandhi, emerges as a system transformer, Morarji Desai emerges as a system sustainer.

This institution has enormous personal powers which needs to be institutionalized by evolving well—defined democratic procedures. The office can serve as an effective instrument of rapid social change and development by giving due recognition to the role of democratic process of planning and various federal institutions already in existence.

In the last analysis, it is the interaction among various forces and institutions such as the President, the Cabinet, the Bureaucracy, the Parliament, the judiciary, the Political parties and a strong and vigilant public opinion in the country that will determine what shape the office of the Prime Minister takes in the years to come. There is a thirteen page bibliography.

**MARKANDAN, K.C.** The Preamble : key to the mind of the makers of the Indian Constitution. New Delhi, National, 1984, 202p. Rs. 85.00.

The central mission of this book is that the Preamble to our constitution is unique in its conception, formulation and phraseology. It is a key to the mind makers of the Indian constitution. The book has been divided into seven chapters. First three chapters deal with evolution of the Preamble to Indian Constitution. The fourth chapter highlights of judicial attitude towards it. Fifth Chapter describes a detailed anatomical analysis of each word that finds a place in it. The sixth chapter is devoted to removal of misconceptions about the constitution in the light of formu-

lation of the Preamble. The author refutes the popular contention that founding fathers intended to have a federal framework for the country ; that being so, there would be no case for state autonomy. The author opines that unity and integrity of the country was for more important than anything else.

**MEHRAJ-UD-DIN, MIR.** Crime and criminal justice system in India. New Delhi, Deep & Deep, 1984. 338p. Rs. 200.00.

The purpose of this book is to examine the impact of the different segments of the administration of criminal justice upon the rehabilitation and resocialization of the offenders. It deals with the police investigation, judicial processes, judicial delays, free legal aid service, sentencing patterns, sentencing disparity and sentence hearing. Statistical data for this book was collected from Lucknow, Kanpur, Unnao, Agra, Fatehgarh and Aligarh.

The book consists of seven chapters. Chapter 1 gives a brief account of the increasing amount of crime and mounting pressure upon the police, courts and penal institutions. Chapter 2 deals with Criminal Justice System—the Plice. Chapter 3 discusses the role of the criminal, judicial and legal aid systems. Chapter 4 deals with the patterns and efficacy of sentencing in U.K., U.S.A. and India. Chapter 5 seeks to explore, the characteristic features of the penal institutions. Chapter 6 intends to investigate the efficacy of the prison visiting difficulties and impact of frequency of visiting up the resocialization of the long term prisoners. The concluding chapter deals with recapitulation and recommendations. It is believed that the police use third degree methods in investigation, which creates hardships for the accused. It has been observed that usual attitude of the police officers towards the accused is hostile, which consequently frustrates the correctional treatment methods aimed at resocializations of the offenders. There is a thirteen-page bibliography.

**PANDEY, LALLAN BEHARI.** The State Executives. Delhi, Amar Prakashan, 1984. 239p. Rs. 110.00.

This book is an attempt at a detailed critical analysis of the nature and the role of the State Executive and the relationship between its two parts—the dignified and the real—within the broad framework of the federal and parliamentary system established by the Indian Constitution. The book consists of eight chapters. The first chapter contains a comprehensive analysis of the nature of the Indian (federal) executive and highlights the fact that the intention of the framers of the Constitution was to establish a purely parliamentary system in the country. The second chapter traces the evolution of the State Executive. The third chapter examines the position and powers of the Governor as also his discretionary jurisdictions. Chapters four to seven deal with the Council of Ministers and its relationship with other organs of the Government—legislature and judiciary. The last chapter gives conclusions of this book. There is a twelve—page bibliography at the end of the text.

**PREMCHAND, A.** Government budgeting and expenditure controls: theory and practice. Washington, DC, International Monetary Fund, 1983. 530p. \$ 10.80.

The book offers a comprehensive review of fiscal policies and their implications for budgeting and expenditure controls. It provides an in-depth discussion of

techniques, procedures, and processes of budgeting with illustrative material drawn from the experiences of industrial and developing countries.

This book seeks to build a bridge between public finance and public administration through a discussion of theories and related practices. Each chapter provides an introduction describing the state of the art, which is followed by a discussion of the usefulness and limitations of existing techniques, and of the directions of future improvements in them. It examines the problems of budget formulation, the relations of programmes to the attainment of various policy objectives, and the interplay between the economic and administrative aspects of budgeting. The book covers developments in budgeting and expenditure controls, discusses the efficacy of recent budget reforms and analyzes successes or failures and the current status of these reforms.

The book consists of three parts. Part one considers the theoretical and practical aspects of budgeting, using a predominantly economic approach. Part two deals with budget structures, budget innovations, budget execution and cash management, and government accounting. Part three discusses budgetary relationships between the government and enterprises, and between the central government, and state or local governments. It illustrates the problems of multilevel decision making. There is a nineteen page bibliography at the end of the text.

**RAMANANDHAM, V.V., ed.** public enterprise and the developing world. New Delhi, Select Service Syndicate, 1984, 234p. Rs. 276.28

The book presents the papers presented at the Seminar conducted at London Business School during March-June 1983, with a focus on the working of public enterprises in developing countries. The papers were presented by V.V. Ramandham, Maurice R. Garner, George Philip, George Ronson, Yash Ghai, John Stopford, Harold L. Rhodes, John B. Heath, David Chambers, S.N. Woodward, Andrew Likierman, Peter Wilson and Michael E. Beesley. First five papers belong to the working of public enterprises in developing countries. The sixth and seven papers highlight joint ventures and consultancies involving public enterprises in the two group countries. The sixth paper seeks to examine the specific issues raised when government is directly involved with a foreign or indirectly associated through a state enterprise. The seventh paper presents the experience of the UK nationalized industries in the field of collaboration and consultancy in developing (and developed) countries. Papers eight to thirteen examine the value and relevance of public enterprises in developed countries, particularly in United Kingdom, for the developing countries. The concluding review seeks to highlight some of the major thoughts that arise from the papers and the discussions they generated.

**RAO, A.G. MADHAVA, ed.** Modern trends in housing in developing countries, ed. by A.G. Madhava Rao, D.S. Ramachandra Murthy and G. Annamalai. New Delhi, Oxford & IBH, 1984, 380p. Rs. 165.00.

This book presents modern trends in housing in developing countries and examines many avenues for reducing the cost of housing. It presents the latest developments in housing in the fields of modular coordination and standardisation new building materials, analysis of and design of masonry and prefabricated

buildings, problems of housing in cyclone-prone areas and environmental factors in the building design. The main sections under which the contribution are grouped; Planning, materials analysis and design, disaster mitigation environmental design and case studies of housing projects in developing countries. The book is also cover special topics such as environmental factors in the building design, performance concept, fire protection, wind effects on structures and disaster mitigation. The book contains 26 articles which were presented at the advance course on 'Modern Trends in Housing' held at the Structural Engineering Research Centre, Madras.

RAO, V.K.R.V. The current Indian crisis : darkness before dawn. Allahabad, Vohra Publishers and Distributors, 1984. 80p. Rs. 40.00.

This monograph consists of three lectures which were delivered by Professor V.K.R.V. Rao under the auspices of the Govind Ballabh Pant Social Science Institute, Allahabad, in the Govind Ballabh Pant Memorial Lecture series on 22, 23 and 24 March 1984.

In the first lecture the author talks about both the negative and positive aspects of our national scene. In the subsequent two lectures the theme is further developed and an incisive analysis of the national maladies is presented along with the guidelines to combat the maladies.

On the positive side he emphasises our achievements in keeping the country united as a sovereign state, despite our diversities, and making the institution of democracy work when it has fallen to disuse in our near and distant neighbourhood. He also notes with great satisfaction that the country has maintained its secular character and the political parties despite their individual failings, have stood united regarding national aspirations. The substantial achievements in economic growth that the country has made since independence is another notable plus point of our national balance sheet.

Coming to the negative side Rao elaborates on the divisive forces of caste and religion which often temper with the process of national integration. The growing pace of inequality on parallel lives with economic growth, the discords in centre-state relations the following standards of political culture and the erosion of positive values in individual and social life together with the growing cult of violence, are the other disturbing features, he pointed out which load the debit side of the nations balance sheet at present.

Despite its current difficulties and problems the country, Rao holds, has a great future. Its present difficulties, he maintains, are only an aspect of the darkners before dawn.

RAVISHANKAR, S. and R.K. MISRA, eds. Education and training of public enterprise personnel. New Delhi, Oxford & IBH. 1984. 458p. Rs. 150.00.

In public enterprises, all over the world, training of personnel is considered as an educational endeavour to improve the managerial effectiveness through a planned and deliberate learning process. Training is necessary for healthy public enterprise growth and expansion. It guarantees the success of existing managerial personnel and provides for continuous supply of new talented and skill personnel.



This book focusses on a wide range of current issues concerning training of public enterprise personnel international perspective, discusses the roles of different training institutions, present issues concerning training in functional areas and highlights new approaches and policies. This book is dedicated to Professor Om Prakash first UGC National Fellow in commerce and former Vice-Chancellor of University of Rajasthan. This book has been prepared under the auspices of the Institute of Public Enterprise, Hyderabad. Bibliographical references are presented at the end of each chapter.

**ROSE, RICHARD.** Understanding big government: the programme approach. New Delhi, Sage Publications, 1984. 261p. \$ 16.00.

Understanding big government is the central mission of this book. It related what government is—a set of institutions to what these institutions do. It explains how they mobilize laws, money and employees to produce public programmes in education, health, economic development, law and order and defence. The book consists of eight chapters. The first chapter considers the complex meaning of big government, problems of measuring its size and following its dynamic course. The second chapter considers purporte causes of the growth of government, and hypothesises that warn of baleful as well as benign consequences. Chapters 3,4 and 5 review government's three principal resources: laws, taxes and public employees. Chapter 6 deals with government organisations. They play a key role in mobilizing resources and delivering public programmes. The seventh chapter reviews the variety of government programmes, and the extent to which the size of government is best considered in terms of what government does rather than what it is or the resources it mobilizes. The concluding chapter considers big government not only in the terms of the priorities of governors, but also in terms of the priorities of ordinary citizens. Also contains eleven-page bibliography.

**SINHA, R.P.** Social dimension of trade unionism in India. New Delhi, Uppal, 1984. 193p. Rs. 90.00.

The purpose of this book is to understand the internal organization of trade unions, history and growth of unionism in Bokaro, factionalism within unions, motivation for joining union, participation and involvement of members in union activities and leadership and decision making process within trade unions. This study is comparative in approach based on survey research methods for which data have been collected by interviewing 200 randomly selected members from four trade unions of Bokaro. This book is the result of a revised version of the author's doctoral disseration, Also contains a bibliography.

**TITUS, VARKEY K.** Agricultural taxation in a developing economy: a case study of India. Bombay, Asia, 1984. 150p. Rs. 115.00.

In this book, the author critically reviews the Indian agricultural tax policies and argues for changes in these policies. The central mission of this book are: 1. The importance of the agricultural sector in India: its characteristics, changing productivity, income and agricultural policies of the government. 2. The failure of tax policies in India to mobilize a larger share of agricultural income and wealth toward the country's economic development and modernization 3. The feasibility of increasing agricultural taxes in India and utilizing these increased

revenues for furthering agricultural and rural development in India. 4. Identifying and analyzing the major social, political historical and administrative problems which prevent the implementation, of effective tax reforms in India's agricultural sector. There is a ten page bibliography.

UPPAL, J.S. Indian economic planning: three decades of development. New Delhi, Macmillan India, 1984. 140p. Rs. 70.00.

In this monography, the outcome of three decades of Indian economic planning has been analysed comprehensively using the latest statistical information and incorporating various explanations offered for achievements, failures and shortcomings of plans. It is believed that there is a seagap between planned policies and their actual implementation. There is open defiance of law at all levels, and corruption has become a way of life. It is suggested that there should be enforcement of law so that egalitarian policies including land reforms can be implemented to erase poverty and achieve social and economic equality. There is a thirteen page bibliography.

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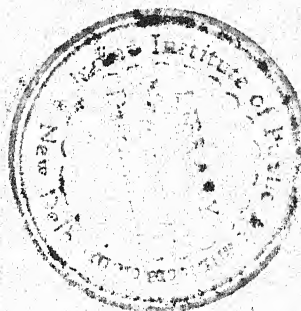
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### ADMINISTRATIVE COURTS

ANNOUSSAMY, DAVID. French administrative tribunals. *Journal of the Indian Law Institute*, 26(1&2) Jan.-June 84, p. 89-99.

### ADMINISTRATIVE DECENTRALIZATION

AXLINE, W. ANDREW. (Univ. of Ottawa). Decentralization, provincial policy making and the law in Papua New Guinea. *Public Administration and Development*, 4(4) Oct.-Dec.-84, p. 305-23.

Shortly after independence in 1975 Papua New Guinea decided to decentralize political power by creating nineteen provincial governments, complete with legislatures and executives. The division of powers between the two levels of government was set down in the Organic Law on Provincial Government and subsequent delegations of power by the National Executive Council (Cabinet). The ability of provincial governments to fulfil the role in policy making set out for them depends on a number of political, financial and legal factors at both the national

and provincial levels. A close examination of the legal base of provincial policy making reveals a number of shortcomings and incoherencies in the legal arrangements which pose obstacles to the realization of effective decentralized policy making. There are several possible approaches to resolving these problems, but the most appropriate one requires coordination between the National Government and provincial governments in replacing delegated powers with provincial legislation.—*Reproduced*.

BHATTA, BHIM DEV. (Tribhuvan Univ. CEDA, Kirtipur). Decentralization: a mirage of Nepalese society. *Public Administration Journal*, 6(1&2) May-Dec. 83-84, p. 74-86.

The author traces the history of decentralization in Nepal. According to the author the concept of decentralisation came into being in 1960. Since then a number of administrative reforms commissions and committees have been constituted besides the workings of the foreign experts. The main committee and commission reports are : 1. Thapa Commission Report 1963. 2. Ghimire Commission Report 1967. 3. Jaya Prakash Commission Report 1969. 4. Subba Committee Report 1982. Following up the recommendations of Subba Sub-Committee Report 1982, Decentralization Act 1982 has been enacted.

Some of the reasons which have adversely affected the implementation of decentralization are as follows:

1. Poor administrative capability.

2. Ill distribution of government employees.
3. Heavily centralized policy.
4. Mis-allocation of resources.
5. Decreasing people's participation.
6. Quick change in programmes.

In short the author suggested the following necessary steps to make decentralization scheme viable 1. Modifications should be made in the Decentralization Act 1982 if needed. 2. There should be a separate cadre for panchayat sector. 3. Adequate financial powers should be given to panchayat institutions.

#### ADMINISTRATIVE LAW

MENON, A. CHANDRASEKHARA. Administrative law—French experience in Pondicherry: a possible new approach. *Journal of the Indian Law Institute*, 26 (1 & 2) Jan.-June 84, p. 89-99.

SATHE, S.P. Public participation in judicial process: new trends in law of *locus standi* with special reference to administrative law. *Journal of the Indian Law Institute*, 26 (1 & 2) Jan.-June 84, p. 1-12.

#### ADMINISTRATIVE REORGANISATION

CHIKULO, B. C. (Univ. of Zambia)—Reorganization for local administration in Zambia: an analysis of the Local Administration Act, 1980. *Public Administration and Development*, 5(1) Jan.-Mar. 85, p. 73-81.

Analysing the Zambian administrative reforms of 1968 the author noted the increasing centralism moves to strengthen party control over government administration and the closer control over local party officials by party appointees from the centre. These trends have been reinforced by the introduction of the Local Administration Act 1980 which came into force on 1 January 1981. The objective of the 1980 Act was to restructure the pattern of local administration

in Zambia into the integrated system of administration. As a result, a single politico-administrative structure has been created in each district to which has been assigned the totality of government and party activity. As a consequence the structure of local administration will not only bring the decision-making process to the district level; but also ensure close party control over the mechanism of field administration.—*Reproduced*.

YASIN, M. and S. N. RAY. (Univ. of North Bengal, Darjeeling). Administrative reforms in India. *Administrative Change*, 10(1-2) July 1982-June 1983, p. 21-36.

The present article seeks to make a critical in-depth analysis of the administrative reform measures so far adopted in India and their response to the challenges and tasks of development administration. In this article, the reforms measures so far adopted in India since independence have been analysed in three sub-sections. Pre-Administrative Reforms Commission, Administrative Reforms Commission as the watershed in the history of administrative reforms in India, and the post-ARC developments. It is believed that the post-ARC reforms has not been taken seriously and the result is that the administrative system is polluted with corruption and inefficiency.

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—a new thrust to economy! Yojana, 29(10) 1 June 85, p. 27-30.

**SUNDARAM, K., SURESH D. TENDULKAR and K. KRISHNA-MURTY.** The Union budget, 1985-86: an appraisal. *Economic and Political Weekly*, 20(20) 18 May 85, p. 880-9.

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#### BUDGET, CAPITAL

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#### BUDGET, DEFICIENCY

**GHOSH, ALAK.** Budget takes a leap into the twenty-first century. *Commerce*, 150(3856) 20 Apr. 85, p. 733-7.

#### BUREAUCRACY

**BERG, BRUCE.** (Fordham Univ.). Public choice, pluralism, and scarcity: implications for bureaucratic behaviour. *Administration and Society*, 16(1) May 84, p. 71-82.

The presence of societal scarcity has modified the ability of pluralism and public choice to explain societal events and, in particular, bureaucratic behaviour. Both pluralism and public choice and social science approaches that were developed during a period of societal growth and expansion. As a result, the basic tenets of these approaches assume societal growth. In the absence of such growth, the ability of each approach to explain societal events is decreased. The implications of this phenomenon for each approach's ability to explain bureaucratic behaviour are discussed.—*Reproduced.*

**DALEY, DENNIS.** (Univ. of Mississippi). Controlling the bureaucracy

among the states: an examination of administrative, executive, and legislative attitudes. *Administration and Society*, 15(4) Feb. 84, p. 475-88.

This article examines the attitudes of state administrators, executives, and legislators toward proposals for controlling the bureaucracy. Respondents were queried in regard to executive control, pluralism, professionalism, and representative bureaucracy. While a self-interest thesis is to some extent present (preference linkages between administrators and professionalism, executive and executive control, and legislators and pluralism), it is neither exclusive nor overwhelming. Governmental elites show a great deal of uniformity in their attitudes toward the various approaches suggested for controlling the bureaucracy. Occupational and political characteristics appear to possess relatively little explanatory power with regard to these administrative matters.—*Reproduced.*

**GOW, JAMES IAIN.** The guru and the bureaucrat. *Canadian Public Administration*, 27(3) Fall/Autumn 84, p. 442-7.

In this article, some of the characteristics of a guru are described and then compared with those of the bureaucrat.

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**SRIVASTAVA, PRADEEP K.** Representation to sectional interests in the Council of Ministers in U.P. (1967-77). *Journal of Constitutional and Parliamentary Studies*, 17(3-4) July-Dec. 83, p. 321-31.

#### CENSUS

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SUDHA, B.G. and SMITA TEWARI. Child labour in rural areas: some factors. Kurukshetra, 33(7) Apr. 85, p. 31-6.

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### CHILDREN, GIFTED—EDUCATION

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### CITY PLANNING

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SPECIAL issue on urban land manage-

ment. Nagarlok, 16(4) Oct.-Dec. 84, p. 1-117.

*Contents:* Land policy and the urban poor, by M.N. Buch; Madras metamorphosis: spatial planning for growth; by Francis J.C. Amos; Land and the international year of shelter for the homeless, by I. Chaudhuri; Revolving fund as a technique of financing land development a critique by Gangadhar Jha; Town Planning scheme as a technique for urban land management in India, by Chetan Vaidya; Comments by Rakesh Mohan; Urban land pooling/ readjustment in Western Australia, by R.W. Archer.

WRIGHT, GEOFF. Turning the tide of city decline. Town and Country Planning, 54(3) Mar. 85, p. 93-5.

### CITY PLANNING AGENCIES

MALLIKARJUNAYYA, G. (Osmania Univ., Hyderabad). The Hyderabad Urban Development Authority: a study in its administration. Quarterly Journal of the Local Self-Government Institute, 56(1) Jan.-Mar. 85, p. 30-6.

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### CIVIL LIBERTIES

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PFFUGER, FRIEDBERT. US human



rights policy—from Carter to Reagan. *Aussen Politik*, 35 (4) 84, p. 331-52.

**RAMPHAL, SHRIDATH.** A North-South perspective on human rights. *Development*, (3) 84, p. 62-3.

**STREETON, PAUL.** Basic needs and human rights. *Development*, (3) 84, p. 10-12.

### CIVIL SERVICE

**MACKECHNIE, GEOFFREY.** (Trinity College). Searching for excellence in the civil service. *Administration (Ireland)*, 33(1) 85, p. 39-60.

This article is based on the book entitled 'In Search of Excellence' by Thomas J. Peters and Robert H. Waterman. The author of this book found the following eight basic practices to be characteristics of successful management companies. 1. A bias for action. 2. Close to the customer. 3. Actonomy and entrepreneurship. 4. Productivity through people. 5. Hands on value driven. 6. Stick to the knitting. 7. Simple form, lean staff. 8. Simultaneous loose tight properties.

It is believed that these principles are no more a readymade solution to the problem of civil service reform in Ireland. The author opine that this has something to tell us about managing modern organisations, which is highly relevant to new thinking on civil service reform.

**SAPKOTA, PURUSOTTAM P.** (Nepal Administrative Staff College). and **SURENDRA P. DHAKAL** (Ministry of General Administration).

A study on the need of separate revenue administration group in NCAS (Nepal Civil Administrative Services) Prashasan, 16(2) Mar. 85, p. 52-70.

The objectives of this article

are: (a) To make thorough study of the present situation of the revenue administration currently in practice relating to the overall financial set-up of the government; (b) To justify the need of a separate group under civil Service umbrella in view of the Civil Service employees; (c) To provide a clear picture of the revenue administrative practice identifying and locating important areas relating to revenue administration; (d) To make an inventory of all the existing governmental units where the revenue group could be established; (e) To provide suggestions so as to bring about an effective functioning of the revenue administration, group which could contribute a lot in the national economy.

**TIWARI, MADHU NIDHI.** (Institute of Management, Tribhuvan Univ, Nepal). Attitudes of the Nepalese civil servants toward rebirth, untouchability and palmistry. *Public Administration Journal*, 6(1-2) May-Dec. 83-84, p. 87-99.

This article attempts to examine Nepalese civil servant's attitudes towards: (1) rebirth, (2) untouchability, and (3) palmistry. Variables being taken for investigation included respondent's categories, service groups, age groups and exposure to foreign country.

Result of the article revealed that civil servants categories, service groups and age groups made no significant differences towards these three aspects. Respondent's posture to foreign country however made significant difference in their attitudes towards rebirth and untouchability. In case of belief on palmistry none of the variables made significant differences in the attitudes of the respondents.

This article is based on data collected through interview scheduled administered in 1981 by the author.

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## COMMUNITY LIFE, RURAL

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## COOPERATION

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## COOPERATIVE BANKS

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#### CORPORATIONS—FINANCE

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#### CORRUPTION

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#### CRIME

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KRISHNA, K.P. Victim and victimless crime : a note. Indian Journal of Criminology and Criminalistics, 3(3&4) July-Oct. 83, p. 135-6.

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#### DAIRY FARMS

GANGULY, B.K. Changing face of dairying in India : a case study in Ghanashyampur, Murshidabad district, West Bengal. Journal of Rural Development, 4(1) Jan. 85, p. 162-9.

HIPPARGI, SUSHEELA. Dairy development : an experiment with rural women. Kurukshetra, 33(6) Mar. 85, p. 13-14.

#### DELEGATION OF AUTHORITY

AGARWAL, R.D. (Univ. of Indore). On delegation of authority. Indian Management, 24(4) Apr. 85, p. 35-43.

This paper reviews the available research and proposes a scheme for distinguishing delegation from the related notions of leadership and participation. A conceptual model of the process of delegation is also presented as a vehicle for future research.

#### DEMOCRACY

DATTA-CHAUDHURI, MARINAL. On the political structure of a liberal democracy. Economic and Political Weekly, 20(22)1 June 85, p. 958-9.

#### DEVELOPMENT ADMINISTRATION

AGOR, WESTON H. (Univ. of Texas.) Using brain skill assessments to increase productivity in development administration.



tion. Public Administration and Development, 4(4) Oct.-Dec. 84, p. 335-41.

This article describes how BMS (brain skill and management styles) assessments have and can be used to increase productivity in development administration.

The article starts with a brief outline of the management climate which executives face in developing countries (crisis and rapidly changing environments). The article points out that although developing countries have significantly increased their productivity by using traditional quantitative management tools and techniques, they increasingly find that these approaches need to be supplemented with other techniques more appropriate to the environment they must contend with.

BMS programmes have been found to be one tool which, combined with established training programmes can serve to increase productivity in developing nations with existing personnel. The article describes what a BMS programme is (identifying human brain skills and management styles that exist in organizations, and matching these skills/styles to the management problem at hand where they can be best employed to enhance productivity), and illustrates how this technique has been used successfully in one developing country.

The BMS programme applications in the article are based on the results of testing over 2000 managers and also the experience from implementing indepth BMS programmes in several countries in a wide variety of organizational settings (business, government, education, military and health).—*Reproduced*.

REHMAN, N. SHAMSUR (Rajshahi, Univ. Rajshahi). Background and attitudes of thana officials in Bangladesh a pilot study. Administrative Change, 19(1-2) July 1982-June 1983, p. 52-68.

The central mission of this paper is to

seek answer of the following questions: Who are the thana officials. What is their social and economic background? How are they recruited, trained and promoted? How do they view their service?

The paper further probes into the (i) factors influencing the changing role of the thana officials; (ii) the way they come into contact with the people; (iii) the barriers, they face in discharging their services to the people; and (iv) their attitudes towards the villagers.

The paper is based on data taken from the unpublished study entitled, "The changing image of thana officials—a case study of Puthia thana."

RONDINELLI, DENNIS A. Project as instrument of development administration—a qualified defense and suggestions for improvement. Prashasan, 16(2) Mar. 85, p. 99-122. APDC/ADB regional training workshop on Project Planning and Project Management. 26 Nov.-1 Dec. 1984, Kuala Lumpur, Malaysia.

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BASU, RUMKI. 'Dowry' and 'right to property'. Mainstream, 23(33) 13 Apr. 85, p. 54-5.

#### DRUGS

SHARMA, G.K. Would the world be drugged? Democratic World, 14(14) 7 Apr. 85, p. 7-8, 17.

#### ECONOMIC ASSISTANCE

AHMAD, QAZI KHOLIQUEZZAMAN. Aid influence and devevelopment in Bangladesh. Social Scientist, 13(2) Feb. 85, p. 30-7.

SANGHVI, JITENDRA. Status quo in foreign aid. Commerce, 150(3866) 29 June 85, p. 1232-4.

SUVEDI, PURSHOTTAM S. (Institute of Management, Tribhuvan Univ.). Foreign

aid and administrative capability in Nepal, *Public Administration Journal*, 6(1-2) May-Dec. 83, p. 58-73.

It is believed that administrative capability is deteriorating and the foreign assistance is not being properly and effectively utilized in Nepal.

The purpose of this article is to investigate and analyze what relationship exists between foreign aid and administrative capability in Nepal regarding its efforts towards the process of institutional arrangements and socio-economic development.

### ECONOMIC CONDITIONS

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### ECONOMIC DEVELOPMENT

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HUSSAIN, T. KARKI. Some emerging trends in China's domestic policy. *Economic and Political Weekly*, 20(20) 18 May 85, p. 890-5.

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### ECONOMIC PLANNING

ADASESHIAH, MALCOLM S. The resource gap in the Seventh Plan. *Madras Development Seminar Series Bulletin*, 15 (4) Apr. 85, p. 241-50.

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DUBHASHI, P.R. (IIPA, New Delhi). *Grammar of Planning*. *Yojana*, 28 (9) 16 May 84, p. 16-19, 24; 28 (10) 1 June 84, p. 27-9; 28 (11) 16 June 84, p. 31-4; 28 (12) 1 July 84, p. 30-4; 28 (13) 16 July 84, p. 33-4; 28 (16) 1 Sept. 84, p. 26-31; 28 (17) 16 Sept. 84, p. 30-1; 28 (18) 1 Oct.

84, p. 27-30; 28 (19) 16 Oct. 84, p. 30-2; 24; 28 (22) 1 Dec. 84, p. 29-32, 34; 28 (24) 1 Jan. 85, p. 30-1; 29 (3) 16 Feb. 85, p. 29-31; 29 (4) 1 Mar. 85, p. 27-9.

The Indian Institute of Public Administration has undertaken the task of bringing out a series of monographs to bridge the gap between theory and practice by explaining the application of theoretical concepts and principles, to practical situations and problems in public administration. The series begins with this monograph entitled 'Grammar of Planning : Concepts and Applications.' The issues discussed are : concept and rationale of planning, types of planning, planning methodology, sectoral planning, spatial planning, district planning, project planning, planning process, plan finance, plan implementation, monitoring, and evaluation. It concludes with the formulation of the concept of optimum planning embodying various features which contribute to successful plan performance.

JOSHI, ARJUN RAJ. Plan implementation in Nepal : Some constraints. *Public Administration Journal*, 6 (1 & 2) May-Dec. 83-84, p. 1-10.

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subjects can be said to have become less clear. A major state subject like agriculture has virtually been transformed into a concurrent subject. As for industry it has become more or less a union subject. This is all the more true if financial and other institutions controlled by the Centre are also taken into account. Through these institutions, the Centre's hold in the concerned fields has become even stronger.—*Reproduced.*

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State trading organisations in India have been set up with the twin objectives of export promotion and trade. The focus is on product and market development and diversification resulting into export expansion. Some of the State trading organisations have made efforts to diversify, which some have not been able to do much in this direction. Many of these corporations do not have continuous exports of even one item, nor have they been able to export expansion, there is a 'mixed' result of good and bad performance. These undertakings have been able to show a commendable performance from the point of view of promotion of non-canalised exports. In terms of financial performance on the whole, these undertakings have not performed well. On the whole, the performance of these organisations if taken in totality, it appears that neither they have been able to show effective performance nor efficient performance.—*Reproduced.*

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India's public sector has grown to commanding heights to play their substantial role in the development of the nation's economy. In the economic and technological field the contribution made by the Soviet Union since the first Indo-Soviet Economic Agreement of 2nd February, 1955 is significant. Huge projects starting with Bhilai Steel Plant and spreading to Bokaro Steel Plant, Heavy Engineering Corporation, Mining and Allied Machinery Corporation and huge power projects are some of the standing examples of this cooperation. The giant Vizag Steel Plant and giant Vindhyachal Thermal Power Plant are examples of projects in the anvil. Apart from technical and economic cooperation it will be worthwhile to study the Soviet system of accounting for performance evaluation of their public sector undertakings for possible adoption for Indian public sector undertakings. Performance evaluation criteria are being discussed and it is only in the fitness of things that the system followed in the Soviet factories also attract attention.—*Reproduced.*

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The public sector has become the corner stone of the industrial framework of the country but its performance does not stand up to scrutiny. Since it covers

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SPECIAL number on International Labour Standards. *Indian Worker*, 33 (38) 24 June 85, p. 7-25.

*Contents*: International Labour Standards, by Francis Blanchard; The role of workers' organisations in setting ILO standards, by Sagar; ILO and international Labour Standards, by V.P. Gupta; Coexistence of modern technology and outdated personnel policy responsible for Bhopal tragedy, by Raja Kulkarni; Impact of ILO on Indian industrial scene, by P.S. Khera.

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## LAND TENURE

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WOOD, GEOFF D. (Univ. of Bath). State intervention and agrarian class formation: dimensions of the access problem in the Kosi development region of NE Bihar, India. *Public Administration and Development*, 4 (4) Oct.-Dec. 84, p. 343-60.

The theme of this paper is that access has to be discussed along a number of dimensions simultaneously and that the language of discussion must discard the 'David and Goliath' metaphor of the individual versus the large organization. Access is a relationship which occurs systematically, not by chance. Its structural forms are determined by the formation and dissolution of social classes. Although access is more about power than rationality, to be examined more by reference to class struggle than culture certain groups and classes are structurally unable through both processes to connect with alien criteria of resource allocation. At the same time the development of the bourgeois state and the transformation of rich peasants into rural capitalists cannot

be completed without the incorporation of petty owners, tenants and labourers for the appropriation of their surplus value. This is maintained through the ideology of inclusion (populism) which presents access is an opportunity rather than a problem, and operates through the language of community, target groups, special programmes extension and decentralisation. The discussion in this paper is pursued in the context of material collected during fieldwork in the north-east of Bihar State, India where land reform, irrigation and intensive agricultural programmes have been undertaken since the early sixties.—*Reproduced*.

## LAND USE, URBAN

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MITRA, ROMA. Performance of Committee on Government Assurances in Bihar Legislature (1955 to 1976). *Journal of Constitutional and Parliamentary Studies*, 17 (3-4) July-Dec. 83, p. 339-59.

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SCOTT, DERMOT. The European Parliament and European security: some pointers for Ireland. *Administration (Ireland)*, 33 (1) 85, p. 86-115.

## LOCAL GOVERNMENT

AYO, S. BAMIDELE (Univ. of Ife, Nigeria). Ideology, local administration and problems of rural development in the

Republic of Benin. Public Administration and Development, 4 (4) Oct.-Dec. 84, p. 361-72.

Administration at the grass-roots level is expected to be a vehicle for local development. This explains why governments in the Third World countries and even in the industrialized states have always demonstrated their willingness actively to involve their grass-root administrations in promoting rural socio-economic transformation. The Republic of Benin is one of the Third World countries where local administration is involved in promoting rural development. However, the local administration has failed to make a noteworthy contribution to rural development especially since the inception of the regime of Brigadier Mathieu Kerekou.

This paper attempts to explain the minimal contribution of local administration to rural development in Benin. One of the key reasons elaborated is the existence of other institutions charged with the same responsibility of promoting rural development. Finally, attention is drawn to the method used in translating socialist ideology into reality through cooperatives and the mobilization of human resources. This method conflicts with the interests of the masses which are being alienated, thereby limiting the success recorded by the local administration.—*Reproduced.*

OSTROWSKI, JOHN W., LOUISE G. WHITE and JOHN D.R. COLE, (George Mason Univ.). Local government capacity building : a structured group process approach. Administration and Society, 16 (1) May 84, p. 3-26.

A discussion of the use of structure group process techniques to enhance local legislative policy development and leadership is presented. Three group process techniques—Nominal Group Technique, Delphi, and Interpretive Structural Modeling—are presented in some detail and

related to local legislative capacity building. Finally, the techniques are placed in the context of a case study in which group process techniques are used to assist a local legislative council in developing a policy-action strategy for several substantive local issues.—*Reproduced.*

## LOCAL TAXATION

BHATTACHARYYA, S. Municipal tax and valuation of house property. Tax-Net, 11 (5) May 85, p. 209-12.

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**KUMAR, KEVAL J.** How the British media "reconstruct" India. *Vidura*, 22 (1) Feb. 85, p. 13-16.

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**PARAMAHAMSA, V.R.K.** Traditional media for rural communication. *Kurukshetra*, 33 (8) May 85, p. 11-12, 27.

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#### MIGRATORY LABOUR

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**ADISESHIAH, MALCOLM S.** You just can't do away with it. *Yojana*, 29 (9) 16 May 85, p. 4-7.

**KABRA, KAMAL NAYAN.** Let's attempt marginalising it ! *Yojana*, 29 (9) 16 May 85, p. 8-11, 29.

**KAMAJIAH, BARDI, GAUTAM KUMAR MITRA and GANTI SUBRAHMANYAM.** A note on demand for money in India: some structural estimates. *Indian Journal of Economics*, 64 (254) Jan. 84, p. 345-51.

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*Contents :* Economists and Indian development, by A. Khusro ; Keynes on Indian economic problems and policies : a historical appraisal, by Kanakalatha Mukund ; The demand for money in colonial India : a secular perspective, by Rajen Mookerjee ; Can monetary growth explain inflation in India, by Krishan G. Saini ; Inflation and relative prices in India, by G.V.S.N. Murty ; The effect of inflation on the patterns of consumption, by M.M. Metwally and H.U. Tamaschke ; Non-luxurious money, secular behaviour

of velocity and implications for development planning, by A.K. Iahisi; which money stock measure is to be preferred, by N. Lakshmana Rao; A note on the presentation of IS-LM analysis, by M.J. Osborne; Income uncertainty and the propensity to consume: a note, by Pierre-Richard Agenor.

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### MUNICIPAL FINANCE

DESAI, K.H. and M.H. SHAH (Gujarat Municipal Finance Board, Ahmedabad) Gujarat municipal finance board implementation of I.D.S.M.T (Integrated Development of Small and Medium Towns) project in Gujarat. *Quarterly Journal of Local Self-Government Institute*, 56(1) Jan.-Mar. 85, p. 37-44.

The local bodies in Gujarat have not been able to complete the time bound IDSMT schemes due to following genuine reasons. 1. Delay in land acquisition. 2. Non-availability of cement in time. 3. Securing lenders from approved contractors. 4. After approval of the tenders, delay in execution of the works by the contractors. 5. Non-acceptance of change in the programmes by the Local body after change in the subsequent governing body from time to time. 6. Non-availability of the technical staff

for smooth execution of the IDSMT works. 7. Non-availability of sufficient finance. The authors opine that it is in the interest of this time bound programme to extend the time limit for further one year so that the sanctioned projects can be completed.

RIDLER, NEIL B. Fiscal constraints and the growth of user fees among Canadian municipalities. *Canadian Public Administration*, 27 (3) Fall/Autumn 84, p. 429-36.

### MUNICIPAL GOVERNMENT

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This article studies the setting up of various departments of the Pithoragarh municipality of U.P., and the problems of management, intra as well as inter departmental. An attempt has also been made through the opinions of officials and non-official respondents to find out whether or the sense of fairness and justice is found in top municipal officials.—*Reproduced.*

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## MUNICIPAL GOVERNMENT— MAYOR—COUNCIL PLAN

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## ORGANISATION

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PRASAD, R.R. Setting up objectives. Administration and Management, (8) Aug. 84, p. 9-10.

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rights. Administration and Society, 15 (4) Feb. 84, p. 387-412.

DE FREINE, SEAN. To change the organisation, change the culture. Administration (Ireland), 33 (1) 85, p. 116-30.

## PERSONNEL, PUBLIC

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The focus of this paper is on the central organization of national public personnel management in a developing country. It is an attempt to postulate a model public personnel organization for the purposes of national development for the efficient acquisition and effective management of human resources. The paper consists of four main sections : The first section deals with the concept, of a "central personnel agency" in the developing countries with a British heritage. Second section, a typology of central personnel agencies is presented. The third section examines the public personnel management in Britain, France and the United States. In the concluding section, a prescriptive scheme for public personnel management is presented.

## PETROLEUM—PRICES

SINGH, D. BRIGHT. Oil price rise and mounting external debt of less developed countries. Commerce, 150 (3858) 4 May 85, p. 857-61.

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## POLICE-COMMUNITY RELATIONS

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## POLITICAL PARTIES

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MILAS, SEIFULAZIZ. The population growth and desertification crisis. *Mazingira*, 8 (4) 85, p. 28-31.

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REDDY, SHEELA. When a harijan owns a tree : story of an Andhra village. *Mainstream*, 23 (31) 30 Mar. 85, p. 23-4.

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## PROJECT MANAGEMENT

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SHRESTHA, MANGAL KRISHNA. Logistics for project management in Nepal. *Prashasan*, 16(2) Mar. 85, p. 71-7.

STAUDT, KATHLEEN. A planning-centred approach to project evaluation : women in mainstream development pro-



jects. *Public Administration and Development*, 5(1) Jan.-Mar. 85, p. 25-37.

### PROPERTY TAXES

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### PROSTITUTION

PHONGPAICHT, PASUK. Prostitution as a means of survival. *Development*, (3) 84, p. 66-7.

### PUBLIC ADMINISTRATION

DUBHASHI, P.R. (IIPA, New Delhi). The profession of public administration. *Administrative Change*, 10(1-2) July 1982-June 1983, p. 91-6.

In this article the author attempts to define the profession of public administration. The author opines that public administrators and the politicians should work in close cooperation so that government plans, programmes and policies are translated into real action. In the public interest, the political and executive arms can play their role more purposely by avoiding politicisation of administration and bureaucratisation of politics. It concluded that this can be attained only by imparting public administration training and education.

KELLER, LAWRENCE F. (Cleveland State University). The political economy of public management : an interorganizational network perspective. *Administration and Society*, 15(4) Feb. 84, p. 455-74.

This article examines the nature and context of public management in the American polity. It develops an inter-organizational theory approach for the task. This approach analyzes public

management from a political economy perspective, modifying organizational concepts for use at the interorganizational level. Utility of the approach is demonstrated by using the Water Resources Interorganizational Network as a case study. The attempt by this network to avoid grappling with the crucial problem of groundwater mining is analyzed by looking at the political nature of the network (its polity) and at the task side (its economy). The article concludes by sketching a general political economy approaches to network analysis that illuminates the role of public management in the public policy process.

PINTO, MARINA R. Human nature in administration—the contribution of Douglas McGregor. *Administrative Change*, 10 (1-2) July 82-June 83, p. 76-90.

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In this article an attempt has been made to highlight the Kirata administrative system in ancient Nepal covering mainly its four aspects ; (1) Polity, (2) Official language, (3) Central administration, and (4) Local administration.

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### RADIO BROADCASTING

CHOWLA, N.L. Misbehaviour in international broadcasting. Mainstream, 23(42) 15 June 85, p. 85, p. 10, 34.

PARIMALA, A.N. Radio for mahila mandals. Kurukshetra, 33(6) Mar. 85, p. 25, 30.

### RAILWAYS

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### REAL PROPERTY—ASSESSED VALUATION

SHARMA, S.P. Method of assessment after the latest Supreme Court judgement. Tax-Net, 11(5) May 85, p. 222-8.

### REAL PROPERTY—TAXATION

SATESH. House tax on additional constructions. Tax-Net, 11(4) Apr. 85, p. 190-3.

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Integrated rural development is a multifacet framework involving a multidisciplinary approach. Various growth models adopted by the Third World countries during the last two decades have failed to deliver the goods. The Inter-sectoral or zonal coordination model has been adopted in Bangladesh. It is believed that this model does not meet most of the objectives of IRD. The article concludes by outlining following strategies for the effectiveness of IRD programmes. (1) It should include a mix of activities, viz., to raise agricultural output; create new employment and improve health and education. (2) It should be located and identified by the rural people themselves. (3) It should be flexible and comprehensive and cater to sectoral and geographical needs. (4) It should be participatory in character, encouraging mobilisation of rural poor.

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The central mission of this article is to appraise the organizational format of rural development programmes in Nigeria with a view to suggesting that an improved administration framework, especially at the local level. The article comprises of four sections. Firstly the concept of and the objectives of rural development are elaborated. Secondly, the various experiments concerning the administration of rural development in Nigeria are reviewed. Thirdly, the broad dimensions of the administrative problems of rural development are examined and finally some administrative requirements for properly designing and implementing rural development programmes are suggested.

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*Contents : Development strategies during two development decades : lessons*

for future; by Morton R. Davies ; Restructuring of rural development administration, by M.G. Shah ; Urban development and re-vitalisation of local-self government institutions : a conceptual analysis in the context of some lessons from anti-poverty rural development programmes and policies in India, by Iqbal Narain and P.C. Mathur ; Development administration and rural development strategies in Kenya : a review of its special Rural Development Programmes (SRDP), by H.K. Asmerom ; An organisational reconnaissance of the Employment Guarantee Scheme, by Samuel S. Lieberman ; Socio-economic determinants of farmer participation in irrigation projects, by T.K. Jayaraman ; Issue in managing replication in development programmes, by Ashok Subramanian ; Implementation of dairy development schemes at the grassroot level : the case of Sangam Dairy, by C.V. Raghavulu and E.A. Narayana ; Administrative hurdles to poverty eradication : Nepal's experiences with integrated rural development projects, by Madhav Prasad Poudyal ; IRDP in Rajasthan—a bonanza or a challenge for the banks, by Bhupendra Hooja ; Tribal development in retrospect and prospect : Sixth Plan mid-term appraisal, by Bhupinder Singh ; Organisation and working of District Rural Development Agency—special reference to Khammam district in Andhra Pradesh, by P. Arjun Rao ; Rural Development and bureaucracy in India, by Shriram Maheshwari ; Integrated Rural Development Programme : a dilemma, by Madhukar Gupta ; Evaluation of Rural Development Programmes : criteria and methodology, by A.P. Barnabas ; Monitoring rural development programmes, by S.K. Pachauri ; SDO (Sub-Divisional Officer) and relief works—a study of Madhya Pradesh, by Sundeep Khanna.

The present issue of the IJPA is dedicated to the memory of the late Prime

Minister, Smt. Indira Gandhi, who was for a number of years the President of the Institute. The Indian Institute of Public Administration owes a great deal to her wise guidance and support. This issue opens with a record of her address to the participants of the Advanced Professional Programme in Public Administration of the Institute, who called on her at her residence on February 7, 1984. The address covers a wide gamut of issues and problems of interest to administrators and the community in general.

The focus of the present number of the IJPA revolves round the broad theme of rural development. Morton R. Davies, in his perceptive contribution, tries to sum up the experience of development strategies during the two development decades and also indicates the lessons that his analysis throws up.

The administration of rural development including the crucial arrangements for horizontal and vertical coordination, requires restructuring changes and improvements. This is well brought out by M.G. Shah, Iqbal Narain and P.C. Mathur, Ashok Subramanian, Madhukar Gupta and others. Again, we have articles by H.K. Asmerom and Madhav Prasad Poudyal which provide some comparative insights into the operationalisation of rural development policy and strategy in the light of the experience of two other developing countries.

Some contributions deal with specific schemes or projects. Samuel S. Lieberman examines in some depth the Employment Guarantee Scheme. T.K. Jayaraman explores the important area of irrigation projects to identify the socioeconomic determinants of the participation of farmers who obviously are the intended beneficiaries of these schemes. Public participation has come to occupy a key position in the successful implementation of any scheme of development. C.V. Raghavulu and E.A. Narayana dilate on



the issues of implementation of a development programme at the grassroots level through the case study of Sangam Dairy.

Bhupendra Hooja, in his analytical presentation of banks' role in promoting IRDP in Rajasthan and A.P. Arjun Rao, in his contribution on the organisation and working of District Rural Development Agency in one of the districts of Andhra Pradesh, do give some kind of a rounded picture of the IRDP policy as well as operational issues of efficiency, economy, equity and effectiveness which begin to loom large before our mental horizon for self-introspection. We have referred to the equity aspect of the process of development. From this angle, Bhupinder Singh provides an appraisal of the programmes of tribal development in the country.

It is now admitted that development cannot be carried on the shoulders of bureaucracy along with nonetheless has an important and even a determining role to play in our approach to rural development. Shriram Maheshwari has a viewpoint of his own in this regard and raises issues which deserve dispassionate discussion in the overall politico-administrative milieu in the country. The scarcity conditions or other kinds of emergencies in the rural areas present a direct challenge to bureaucracy. Relief is not only of immediate relevance but gets linked with planning and development as such. New areas and techniques of 'disaster management' or 'crisis administration' are emerging and they have long-term implications for the efficiency, promptitude and responsiveness of bureaucracy. Looked thus, Sundeep Khanna's nuts and bolts analysis of relief work in a district assumes significance for rural development.

The need for accountability may be repeated ad nauseam but apart from bureaucratic apathy, there may be powerful economic or socio-political interest which

can hardly be expected to relish either effective monitoring or evaluation. This stark reality has to be taken note of by the political system which really claims to work for social, economic and institutional change. A.P. Barnabas and S.K. Pachauri have generated some useful ideas from this angle.—*Reproduced from editorial.*

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For developing the Indian rural areas it is not only the production-oriented or employment-oriented approach that is needed but also a strategy to channelise money flow from urban areas to rural areas. This can be done by producing consumer goods that appeal to the urban public and by selling them there.

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March 85, p. 19-20, 32 ; 29(6) 1 April 85, p. 20-4 ; 29(7) 16 April 85, p. 25-30 ; 29(8) 1 May 85, p. 25-8 ; 29(9) 16 May 85, p. 24-6.

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Local government do not have any constitutional status. They are tools in the hands of government and have to make do with whatever scanty powers they are granted by the State. Injustice is being done to municipal bodies in respect of resources of revenue. The West Bengal Government, for instance has been reluctant to concede to the municipal bodies, their privilege of tapping revenue resources. In West Bengal even Octroi is appropriated by the State. The result is that the financial condition of municipal bodies in West Bengal is in bad shape. The standard of civic services has deteriorated. The Finance Commission has laid down principles regulating the tapping of financial resources for the local bodies. They should be adhered to, opines the author in conclusion.—*Reproduced*.

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Within the framework of administrative cooperation, transnational arrangements of education and training constitute a delicate activity. Many reverberations of colonial and early post colonial times can still be felt in this domain. Nevertheless, the problems of transfer, be it doctrine, technical implementation or practical experience, are still very apparent and will probably continue. This article traces the progress of education and training through post-colonial history until the present, discusses the merits of the different approaches taken by the most active Western Institutions and identifies the major experiences and lessons regarding the various problems of transfer. The debate concentrates on the specific activities and experiences of the

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## BOOK NOTES

**AGRICULTURAL** development and the small farmers : reports on the seminar [Organised by Kisan Cell of the All-India Congress (I) Committee]. New Delhi, S. Chand, 1984. 279 p. Rs. 150.00.

The papers included in this volume were presented at the Seminar on Development of Agricultural Sector with special reference to Small and Marginal Farmers. The Kisan Cell of All India Congress (I) Committee organised this seminar. It was inaugurated by Shri Rajiv Gandhi and conducted by C.L. Chandrakar. The purpose of this seminar was to probe into the problems of small and marginal farmers from all possible angles. The views were discussed by eminent economists and agricultural experts like Prof. A.M. Khusro, H.K. Jain, Dr. K.P.A. Menon and Dr. P.C. Joshi and others.

**AHMAD, ALIA.** Agricultural stagnation under popular pressure : the case of Bangladesh. New Delhi, Vikas, 1984. 249 p. Rs. 125.00.

The book has attempted to investigate the relationship between population growth and rural poverty in Bangladesh. The stagnation in the Bangladesh rural economy takes place due to the weak demographic response of rural households in the face of increasing population pressure, and peasants' inability to bring about technological changes in agriculture. The rate of population growth in Bangladesh appears to be identified by various socio-economic factors which are beyond the control of individual households. Secondly, while population growth appears as an autonomous factor and often provides stimulus to the growth of output through agricultural changes, its total effect has been insignificant. It is believed that this has been mainly due to the negative effects of population growth on the agrarian structure and rural factor markets as well as the prolonged neglect of the government in introducing institutional and technological changes in agriculture. This work was financed by the Swedish Agency for Research Cooperation with developing countries. There is a seventeen page bibliography.

**CHANDRA PAL.** State autonomy in Indian federation : emerging trends. New Delhi, Deep and Deep Publications, 1984. 318 p. Rs. 150.00.

The present book critically studies the various aspects of the problem of autonomy of the States in India and its emerging trends. The States demand drastic constitutional changes in the direction of giving greater autonomy, especially more fiscal powers. The book consists of 9 chapters, Chapter one describes the nature of federalism in India.

The second chapter, the author examines the Rajamannar Committee Report, the Anandpur Sahib resolution, the West Bengal Memorandum, the Proceedings of the Regional Council of four Southern non-Congress (I) Chief Ministers Conference and the proceedings of 17 opposition parties conclave all have outlined a

number of proposals towards Centre-State relation and state autonomy. The author opines that their recommendations for excessive state autonomy are fraught with grave consequences. The third chapter critically examines the problem of state autonomy in USA, Canada and Australia. The fourth chapter discusses in detail the excessive autonomy for the states demanded by Rajamannar Committee, Anandpur Resolution and the West Bengal Memorandum and it is proposed that our federal system should be streamlined within the broad framework of our constitution with suitable alternations and Inter State Council should be set up in this direction. The fifth chapter critically analyses the role of governor in Central-State relations. In the Sixth chapter the writer highlights the power of the President and suggests some amendments while exercising the power under article 356. Seventh chapter critically examines the distribution of taxes between the Centre and the States. In the eighth chapter, the author discusses the meaning of cooperative federalism and opines that cooperative federalism is a permanent cure for all Centre-State ills in India. The conclusions drawn from this study have been discussed in chapter nine. There are ten appendices at the end of the text. It also contains thirteen-page bibliography.

**CHERUNILAM, FRANCIS.** Urbanisation in developing countries (A socio-economic and demographic analysis). Bombay, Himalaya Publishing House, 1984. 240 p, Rs. 125.00.

The present book highlights the salient features of urbanisation with special reference to the developing countries in general and to India in particular and discusses various aspects of different problems given rise to by the uncontrolled urbanisation. The plan of this book is as follows : The urban revolution; The process and components of urbanisation; migration-causes, nature and correlates; consequences of rural-urban migration; Salient features of urbanisation in developing countries; Urbanisation without labour absorption : The urban informal sector : Urban problems : Measures to control migration and urban growth : Urbanisation and socio-economic change; India's urbanisation; Urban development and urbanisation policy in India. There is a eight-page bibliography.

**DHARAMDASANI, MURLIDHAR.** Political economy of foreign aid in the Third World : a case study of Nepal. Varanasi, Shalimar Publishing House, 1984. 244 p. Rs. 150.00.

This book attempts to analyse the nature, dimensions and implications of Nepal's dependence of foreign aid to sustain her development. It is within the prevailing structural constraints of Nepalese society, the process of development has itself contributed to the growth of external dependence. The external dependency has further increased due to the emergence and development of an indigenous bourgeoisie whose entire fortunes are intimately tied up with access to external resources in the name of development. The particular pattern of dependent development has contributed little to eradicate poverty. It is believed that it has accentuated concentrations, in the ownership of wealth and inequality in the distribution of income without leading to a significant expansion to productive forces within the economy.

This book attempts to analyse the available data, relating to foreign aid, with a view to demonstrating the validity of the above argument. Also contains a selected bibliography.

**DILNOT, A.W.** The reform of social security, by A.L. Dilton, J.A. Kay, and C.N. Morris. Oxford, Clarendon Press, 1984, 166 p. £ 10.00.

This book deals with social security systems in Britain. The book consists of five chapters excluding brief introduction. Chapter 1 opens with an account of the evolution of the British social security system, with particular emphasis on the Beveridge Report and is a critique of the Beveridge Report. Chapter 2 is a critique of the tax and social security systems. The criticisms presented in this chapter concern two main groups of issues. One is the inefficiency and the other problems arise from the unplanned interactions of the tax and benefit systems caused by their piecemeal development. Chapters 3 and 4 deal with how the tax and social security systems might be brought more closely together. In chapter 4, the authors use the benefit credit approach to mimic the existing system of direct tax and benefits. In chapter 5, the authors put forward detailed, specific, and costed proposals, which meet the objectives within the existing social security budget and to suggest broad direction of change. The work carried out for this book forms part of the Institute for Fiscal Studies project on the Distribution Effects of Fiscal Policy, which is financed by the Gatsby Foundation and Economic and Social Research Council. There is a six-page bibliography at the end of the text.

**FISHBEIN, WARREN H.** Wage restraint by consensus: Britain's search for an incomes policy agreement 1965-79. Boston, Routledge and Kegan-Paul, 1984. 295 p. £ 20.00.

This book examines three major attempts to introduce consensus incomes policies in Britain. The first attempt to introduce a consensus incomes policy undertaken by the 1964-70 Labour Government (the Wilson Government). The 1970-74 Conservative Government (the Heath Government) undertook the second attempt to introduce a consensus incomes policy. The third attempt to introduce a consensus incomes policy undertaken by the 1974-79 Labour Government (the 'Wilson-Callaghan Government').

This book has two major objectives. The first is to provide a descriptive analysis of the Wilson, the Heath and Wilson-Callaghan Governments to introduce consensus incomes policies. The book seeks to identify the broad political and economic factors which influenced trade union decisions to support or oppose restraint policies, an understanding of which is obviously needed for the forecasting of future union behaviour. The second objective is to assess the prospects for controlling inflation, particularly over the long term, through a consensus incomes policy. It also contains eleven-page bibliography.

**GIRIAPPA, S.** Income, saving and investment patterns in rural India. New Delhi, Ashish Publishing House, 1984. 82 p. Rs. 50.00.

The present monograph summarizes the results for 1969-70 to 1971-72 in respect of cultivators and farm labourers in 15 states. Income, saving and investment patterns are compared taking into account the distribution of income among farms, the structure of the assets, consumer expenditure and saving and investment patterns.

The objectives of this monograph are : (a) to evaluate the performance of fifteen states in terms of income, saving and investment patterns; (b) to find out the



factors in explaining the differences in the patterns and thereby ; (c) to evaluate the inter-relationship among them.

**HABIBULLAH, E.** Compulsions of Indian security : a plea for geographic and demographic defence, by E. Habibullah and B.K. Narayan. New Delhi, ABC Publishing House, 1984. 192 p. Rs. 75.00.

This book is a conceptual analysis of the nature of threat to the security of the Indian sub-continent, both military and non-military. It also discusses the larger canvas of threat developments which impinge on the security of the Indian sub-continent, and lays bare such subjects as the theory of resistance, the philosophy behind weapons, the relationship between a peoples' army and a regular army, the organisation of the country into administrative zones both for peace and war, the teeth to tail ratio, the nature of training in resistance skills needed by the border population in different sectors, the costs involved in the production of modern weapons, the need for light, inconspicuous missiles and electronics as against expensive, heavy weapons which are vulnerable to detection and destruction, the need for improving intelligence aids, the nuclear potential and its relations to military strength, the roles of the Air Force and the Navy the rationale of terrorist movements and a host of related subjects thus giving a total view of the defence perspective of India.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Administrative accountability, ed. by T.N. Chaturvedi. New Delhi, IIPA, 1984. 347 p. Rs. 100.00.

This book contains 23 articles on different aspects of administrative accountability mainly in India and some foreign countries, covering a large number of issues—conceptual as well as operational. These articles were published in the Special Number of the *Indian Journal of Public Administration*, July-September 1983. The book carries a useful forty-page bibliography.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Public enterprises, ed., by S.K. Goyal. Series editor T.N. Chaturvedi. New Delhi, IIPA, 1984. 358 p. Rs. 120.00.

This volume contains 19 articles on different aspects of the public sector, selected from previous volumes of the *Indian Journal of Public Administration*. The contributors have been grouped under five heads. The first group of contributions deals with the role and organisational aspects of the Indian public sector; and the other groups are : Personnel, Pricing and Efficiency, Autonomy and Accountability and State Sector. There is a thirty-seven page bibliography at the end of the text.

**IYER, V.R. KRISHNA.** A random miscellany legal and other. New Delhi, People's Publishing House, 1984. 133 p. Rs. 45.00.

In the present monograph the author has reflected on: (i) Towards industrial peace and justice; (ii) Speedy justice; (iii) A development oriented tax structure need of the hour; (iv) Independence of judiciary; (v) Implementation of directive principles of the Constitution of India; (vi) Environmental pollution; and (vii) Secular legislation for adoption.



**LAXMI NARAIN.** Worker's participation in public enterprises: a macro and micro-level survey and report of a national seminar. Bombay, Himalaya Publishing House, 1984. 265 p. Rs. 125.00.

This book is the outcome of a Seminar "Workers' Participation in Management" in 1983. The seminar was supported by Bureau of Public Enterprises, New Delhi, the Ministry of Labour, Government of India, and the Andhra Pradesh State Bureau of Public Enterprises.

The present book examines in depth the question of worker participation in management from various angles and suggested a number of novel measures in order to create a conducive atmosphere in which workers collaborate in decision-making and management of industrial enterprises. Some of the suggestions are : creation of a proper industrial relations climate ; training for participation : government's role and role of personnel managers which will facilitate in making the process of participative system of management an acceptable way of life in the Indian organisational set up. The participants recommended that WPM should not be restricted to the workers alone but should be extended to all levels and categories of the employees and suggested that it would be better to use the term Employees' Participation in Management (EPM) instead of WPM.

The main recommendations of the Seminar along with a summary of discussions of the four groups are also presented. There is a nine-page bibliography at the end of the text.

**MEHENDIRATTA, PRADEEP R.** University administration in India and the USA. approaches, issues and implications—a comparative study. New Delhi, Oxford and IBH, 1984. 374 p. Rs. 150.00.

The present book deals with two universities, the University of Illinois (USA) and the University of Delhi (India). How do universities in these two countries function ? What is the philosophy of management adopted by each system and why is one system seemingly considered far more efficient and successful than the other ?

The objectives of this book are three-fold: theoretical, applied and comparative relating to the organisation and management of Universities in India and USA.

The book primarily focuses on the legislative, organisation, management, and decision-making process, programme and participant evaluation systems, programming, planning and financial management processes in two universities.

This book is based on field work and survey of secondary data and information available both in India and the United States of America. There is a nine-page bibliography.

**MOHANTA, BIJAN.** Administrative development of Arunachal Pradesh 1875-1975. New Delhi, Uppal Publishing House, 1984. 220 p. Rs. 150.00.

This book in its original form was approved by the university of Gauhati for Ph.D. degree in 1981. It is a systematic study of the politico-administrative developments that took place during 1875-1975 in a territory, now called Arunachal Pradesh. It encompasses a detailed study of Arunachal Pradesh, its land and people, geographical features of the territory. The author has highlighted the tribal policy of the Britishers, their administration, the condition of the tribals

before the advent of the British in the area, and the impact of the administration on the frontier tribals.

The post-independent machinery, devised for the realisation of the aims and objectives of the Constitution of India in respect of the tribals of the area are discussed in this book. It gives an interesting account of how the indigenous tribal self-government through which the administration worked during both pre- and post independence era and the panchayat raj system that later came to replace the indigenous method of village self-government, are taken into account. It finally deals with the installation of a democratic government in Arunachal Pradesh in recent years. Bibliographical references are presented at the end of each chapter.

**NAHATA, AMRIT.** A new deal for India. New Delhi, South Asian Publishers, 1984. 203 p. Rs. 25.00.

In this monograph, the author has discussed almost all the current challenges facing the country and raised them to a theoretical, ideological and programmatic level. The plan of the monograph is as follows: The congress culture, what went wrong? Who will fill the vacuum?; These men of Congress culture: Search for ideology; The categorical imperative; Independence, integrity and unity; The disgrace of poverty; Investment in man; Leave them alone; Conflicting claims; Excess sugar and bile; The curse of consumerism; The enemy today; Wages of corruption; Tax stricture; Social democratic budgeting; Centre and the states; Federal or unitary; Electoral reform; The Indian imperative: a new deal; Social democratic manifesto.

**PADMANABHAN, C.B.** Financial management in education. New Delhi, Select Books, 1985. 236p. Rs. 60.00.

In this book, the author has analysed problems of financial management in education from the point of reforming the budgetary system and process of budgeting account as well as a accounting. The author advocates a managerial approach to problems of educational finance. This approach consists in looking at problems of finance from a decision making, internal, managerial and problem-solving point of view. Also contains bibliography.

**PARVATHAMMA, C.** Employment problems of university graduates. New Delhi, Ashish Publishing House, 1984. 163p. Rs. 100.00.

This book concerns the undergraduate and post-graduate students in the various faculties of the Bangalore, Mysore, Karnataka and Agricultural Universities in Karnataka State. This study was funded by the Government of Karnataka.

The objectives of the study are : (1) What are the views of the students on the role of formal education in relation to employment and unemployment? (2) What do they think are the causes of unemployment in India? Is there any difference in response between the professional and non-professional students ? (3) How the graduate students are affected by unemployment? Does it affect their status in the home as also the status of their family in the community? (4) What are the vocational interests of the students ? and on what basis job preference are made ? (5) What remedies the students offer for solving unemployment ?

The plan of this book is as follows: The first chapter is introductory. Chapter 2 deals with the general characteristics of demographic and social background of the students. The relationship between formal education and employment as expressed by the students are discussed in chapter 3. The causes for general, and educated unemployment and student attitude are covered in chapter 4. Chapter 5 deals with the effects of unemployment on the individual, his family and community. Job preferences, reasons for such preferences, their relationship to the course of study pursued are covered in chapter 6. Chapter 7 deals with the solutions offered by the students. The concluding chapter contains some suggestions taking into consideration different aspects of the problem as also the expressed opinion of the students. It also includes a select bibliography and a list of colleges.

**RABIN, JACK**, ed. *Politics and administration : Woodrow Wilson and American public administration*, ed. by Jack Rabin and James S. Bowman. New York, Marcel Dekker, 1984. 320p. SF. 97.00.

This book brings together the 21 distinguished contributors to celebrate the centennial of Woodrow Wilson's contribution to public administration. The book consists of four parts: Wilson's era: philosophy and times; Wilson and the practice of public administration; Wilson and the study of public administration and Wilson and public administration's second century. After brief introduction, first part seeks to paint the world of politics, culture and government during Wilson's time. In part 2, the influences of Wilson and his era on major subject matter areas germane to the practice of public administration are considered: administrative law, budgeting, personnel, federalism, administrative responsibility, bureaucratic decision making, and government organization. In part III, the contributors examine the question of the influence of Wilsonian ideas on the study of American public administration today. In part IV the contributors argue, persuasively that Wilson's ideas have had value and will continue to do so in the second century of the field. Bibliographical reference are presented at the end of each chapter.

**RANGARI, ASHOK D.** *Indian caste system and education*. New Delhi, Deep & Deep Publications, 1984. 275p. Rs. 150.00.

The present book aims at a well designed and well conducted study on group differences. Scheduled castes in India form a major deprived group like the Negroes in the United States of America. The problems of scheduled castes are so complex and numerous that they require an interdisciplinary approach. The present study is formulated with a view to investigating the self-concept, interpersonal relationship, personality adjustment intelligence and academic achievement of the scheduled caste college students. A group of non-scheduled caste college students served as a comparison group.

The study is restricted to Aurangabad town of Maharashtra State. The main objectives of the study are : (i) To determine if there are differences in the self-concepts interpersonal relationship, personality adjustment, intelligence and academic achievement of scheduled caste and non-scheduled caste college students when socio-economic status of both the groups was controlled. (ii) To compare the self-concept, interpersonal relationship, personality adjustment, intelligence and academic achievement between male and female groups among scheduled

caste and non-scheduled caste college students, (iii) To compare the self-concept, interpersonal relationship, personality adjustment, intelligence and academic achievement between rural and urban group among scheduled caste and non-scheduled caste college students. There is a twenty-four page bibliography.

**SATPATHY, T.** Irrigation and economic development. New Delhi, Ashish Publishing House, 1984. 224p. Rs. 100.00.

The present book is the outcome of doctoral dissertation accepted for the award of Ph.D. degree by Utkal University in 1984. The book makes a critical review of important issues such as, impact of irrigation on farm economy, lacunae in irrigation planning and policy both at macro as well as micro level and pricing policy for sale of public irrigation water. The plan of the publication is as follows. Chapter 1 sets out with an introduction of the problem and the development of the hypotheses. Chapter 2 traces the growth of irrigation in Orissa. Chapter 3 presents the macro measures of the impacts of irrigation on the farm economy of the State. In Chapter 4 the irrigation planning and policy have been critically reviewed and important deficiencies, therein have been identified. Chapter 5 highlights the crucial issues of under utilisation of created irrigation potential, the inefficiency in water use, the rational of provision of field channels and the role of Command Area Development programme. In chapter 6, the problem of inter-district unevenness in the distribution of irrigation benefits and the Government policy to reduce such lopsidedness have been analysed. Chapter 7 deals with the pricing policy for the sale of public irrigation water in a theoretical framework and probes into the rationality of prevalent water rates in Orissa. Chapter 8 contains the results and findings of a micro investigation that indicates the different measures of irrigation benefits. In chapter 9 the functional analysis which highlights, the contribution of irrigation in terms of regression co-efficients, production elasticities, co-efficients of multiple determination and marginal value productivity have been presented. The summary and conclusions drawn from the study have been discussed in chapter 10. There is a sixteen-page bibliography.

**SEETHARAM, G.N.** Strategy and tactics of India's agricultural development : the role of the State. Delhi, Ajanta Publications, 1984. 154p. Rs. 60.00.

This book critically analyses the Indian model of development adopted in the post-independence period. It has analysed the theoretical roots and practical implications of agrarian policies adopted in independent India. It deals with the tactics and strategies of India's agrarian policy. It has examined the community development programme and has classified it as a methodology in search of a technology. It has also given an evaluation of various aspects of land reforms carried out in the 50s and has pinpointed the weakness of the Bhodan movement. It also deals with the various manifestations of the 'green revolution' and has come to the conclusion that the spread of the 'green revolution' in 'breadth' and 'depth' required sincere implementation of land reforms in all aspects as early as the socio-political situation allows. Finally, the author has given a critique of various alternative models put forward in the middle 70s by various political parties and economists and shown their 'blind spots'. Bibliographical references are presented at the end of each chapter.

**SHAH, BEENA.** Sociology of educational development. Nainital, Gyanodaya Prakashan, 1984. 218 p. Rs. 120.00.



This book is concerned with educational development of graduate students of Kumaun University with a view to identify those sociological characteristics that are associated with different levels of development—both stable, traditional and fixed like caste and fluctuating, modern but variable like academic achievement. The book consists of six chapters. Introductory chapter opens up with a graphic description of the speedy growth of higher education, intercaste conflicts and political tensions of campuses, confusing and conflicting efforts of authorities in implementing an advanced administrative structure in absence of required minimum infrastructure, the simmerings of cultural intervention of individual as well as social level the subdued clamour of a social change and the vocal pathos of student community for a search for identity. Chapter 2 describes details of socio-cultural and politico-geographical spectrum of Kumaun region. Chapters 3, 4 and 5 examine the technique of measuring educational development and has also displayed a foresight and creativity in developing and standardizing an efficient tool for measuring the relevant socio-psychological characteristics. The findings and conclusions drawn from this study have been discussed in chapter 6. This book was published with the financial assistance of NCERT, New Delhi. There is an eighteen-page bibliography at the end of the text.

**SINHA, S.P.** Processes and pattern of urban development in India : a case study of Haryana. Ambala Cantt; Associated Publishers, 1984. 328 p. Rs. 200.00.

This book is the outcome of the research project sponsored by ICSSR New Delhi. The present book intends to analyse and determine the possible processes of urban development which have been responsible for the spatial pattern of urban settlements in Haryana. The objectives of this book are : (1) The location and pattern of urban centres. (2) The levels of urbanization in different parts of Haryana. (3) Regional imbalance, if any. The book consists of 9 chapters. After brief introduction, chapter 2 deals with land and economy of Haryana. Chapter 3 concentrates on the distribution and growth of 'urban population with greater emphasis on growth types and growth models. Chapter 4 reveals the spatial pattern and basis of the economics of the different urban places mainly on the working population employed in different categories of livelihood classification. Chapter 5 deals with some of the empirical data as well as data on workers employed in different activities and projects at closely related aspects of urban development such as, topography, climate, soils, road, transport, etc. Chapter 6 summarizes at the outset the earlier studies and also looks and presents analysis on physical growth and functional/morphological zonation of select urban places in Haryana. Chapter 7 on urban-rural relationship examines the nature and history of contacts. Chapter 8 analyses the physical needs of urban people and portrays the existing housing environment. It also highlights the efforts of the state government in fulfilling the aspirations of the urban dwellers. The concluding chapter presents feature of urban development as based on selection of materials presented in earlier chapters. Bibliographical references are presented at the end of each chapter.

**SOOD, SANTOSH.** Trade union leadership in India : a case study. New Delhi, Deep and Deep Publications, 1984. 262 p. Rs. 125.00.

The present book was designed to ascertain, on a sample basis, the prevailing social and political alignments of the trade union leadership in Punjab, its perception of its own role and that of others, the nature and extent of its militancy, its

point of view on problems relating to the working class in general and the trade union movement in particular, and its style of functioning.

The central focus is on the linkages between trade unions and political parties. Are trade unions an integral part of the political process or merely appendages of political parties, or pressure groups? Are political goals appropriate for trade unions? This book is designed to help answer these questions. There is a ten-page bibliography.

**SRINIVASAMURTHY, A.P.** Agricultural prices and economic development, by A.P. Srinivasamurthy and Rameswari Varma. Bombay, Himalaya Publishing House, 1984. 428 p. Rs. 190.00.

The purpose of this book is to examine issues regarding agricultural prices in relation to development, particularly in connection with agricultural price determination and India's planned development. The book consists of three sections. Section A deals with some aspects of agricultural prices theory, and some aspects of agricultural price policies in relation to economic development and economic growth. Section B of the book deals with empirical studies on response of supply and marketable surplus to higher price, relative price movements, issues in agricultural price determination and agricultural price policy in India. Section C deals with the magnitude of price spread, transmission of price changes at different levels of the markets, issues of marketing and pricing of foodgrains in the private and the state sectors and issues regarding the public distribution system. There is a thirty-seven page bibliography at the end of the text.

**SRIVASTAVA, SURESH C.** Industrial disputes and labour management relations in India. (Law relating to strikes, lock-outs, picketing and gherao). New Delhi, Deep and Deep Publications, 1984. 468p. Rs. 225.00.

The book deals with the problems of labour-management relations in India. The book consists of 9 chapters. The plan of the book is as follows. Chapter one deals with framework of the study. Chapter two attempts to develop and define the concept of instruments of economic coercion, and also trace the emergence of the concept. In chapters three and four the concepts and definitions of 'strike' and 'lock-out' respectively have been closely examined. An attempt has been made not only to identify their elements and evaluate them but also to present interpretation to them in terms of factual analysis, policy considerations, legislative history, statutory provisions and judicial decisions. Chapter five deals with the right to strike and lock-out. An attempt has also been made to trace the history of the development of the law relating to the right to the individual worker to withdraw labour and also the right of the concerted withdrawal of labour from the Regulations and Statutes during the East India Company to the present day. In chapter six the right to lock-out has been critically evaluated. The problems posed by the legislation and judicial interpretations relating to regulation of strikes and lock-outs have been dealt with in chapter seven. Chapter eight analyses the effect of the use of instruments of economic coercion on wages. The concluding chapter deals with the right to terminate employment relations. There is a six-page bibliography at the end of the text.

**TEWARI, R.T.** Changing patterns of development in India. New Delhi, Ashish Publishing House, 1985. 132p. Rs. 65.00.



The purpose of this present study is to analyse the districtwise pattern of development in UP from 1970-71 to 1980-81, focusing on inter-district variations in levels of development.

The plan of this study is as follows : The pluralistic planning efforts of previous three decades in India for overall and balanced regional development, need of the study, objectives, coverage and methodology employed are briefly indicated in first chapter. The second chapter tries to provide a theoretical frame in terms of the concepts and classifications of indicators including criteria for their selection, and finally attempts to make a choice of indicators which could better explain and portray the state of development. The third chapter describes in detail, the methodology of principal component analysis for working out composite index of development for different districts with the help of composite indices, attempts have been made in the fourth chapter, to analyse the districtwise pattern of development for overall economy at selected two points of time by grouping the districts into high, medium low and low categories according to similarities in levels of their development. The districtwise pattern of development pertaining to key sectors of agriculture, industry, economic infrastructure and social services and their relationships with the pattern overall development have been analysed in the fifth chapter. The concluding chapter endeavours to derive certain significant conclusions and policy implications which could provide at least some guidelines for transformation of economy with a view to ameliorating the fate of less developed districts. There is an eight-page bibliography at the end of the text.

**THIMMAIAH, G.** Perspectives on tax design and tax reform. New Delhi, Ashish Publishing House, 1984, 234p. Rs. 150.00.

The central mission of the book is to provide the theoretical background to the principles of tax design and tax reform. The author points out the defects in the existing taxes in India. Then the need and scope for tax reform in Indian tax structure are outlined. It also covers most of the direct taxes of the Central government and also gives attention to important indirect taxes levied by the Central and State governments,

**THOMPSON, JAMES CLAY.** Administrative science and politics in the USSR and the United States : Soviet responses to American management techniques 1917—present, by James Clay Thompson and Richard F. Vidmer. New York, Praeger, 1983. 210p. \$ 34.00.

The book is concerned with administrative science and politics. The authors intended to focus on three major issues :

1. What are the principal similarities and differences between administrative science in the United States and Soviet Union ?
2. What are the distinctive traits of theoretical analysis in each country?
3. Is administrative science in the two countries becoming more similar or is it evolving in divergent paths ?

The authors also intend to focus on several secondary issues : Is there a relationship between doctrine and administrative science ? How and in what manner do ideological biases restrict inquiry or prescribe certain acceptable mode and languages of inquiry ? Can important issue and problems be identified that are purposely ignored in either or both countries ? What have been the political

consequences for the Soviet Union of emulation of capitalist techniques? How have certain domestic groups within the Soviet Union reacted to American ideas? Are there identifiable schools of administrative science in each country, which compete or overlap with other schools, or remain isolated from one another? How has the diffusion of knowledge about administration influenced the capacity of specialists in the USSR to define goals and learn new approaches to their subject matter? On what basis new ideas have been outside the bounds of 'acceptable' theoretical work in each country? Is there a distinctive socialist or capitalist management science or are major concepts interwoven into both? This book is designed to help answer these questions. There is a twelve-page bibliography.

**VIRK, HARVINDER.** Agricultural administration in hill areas. Delhi, Yugbodh Publishing House, 1983. 252p. Rs. 110.00.

The purpose of this book is to explore some of the significant dimensions of planning and administration of agricultural development in Himachal Pradesh. The book consists of 9 chapters. After brief introduction, the object of the second chapter is to delineate the setting for this study. It presents a synoptic purview of the physiogeographical administrative and economic backdrop of Himachal Pradesh. The third chapter proposes: (i) to bring out the key position of agriculture in the economy of Himachal Pradesh, and (ii) attempt critical assessment of the performance of agriculture in the state. The fourth chapter proposes to concentrate on the genesis of procedures for the formulation of agricultural plans in the State. The first part of the fifth chapter intends to examine the existing organisational set-up of agricultural administration at the State level in Himachal Pradesh. The second part seeks to bring together the deficiencies in the organisational set-up of agricultural administration and a few lines of reform have been suggested which may be helpful in making these administrative agencies more viable and effective instruments for the implementation of agricultural programmes. The sixth chapter discusses the following problems. Which are the field agencies engaged in the implementation of agricultural/horticulture development programmes in the State? Are these agencies adequately equipped for the purpose? What are the problems that arise in the existing set-up and how can these be solved? Seventh chapter highlights the imperfection in the existing procedures of financial administration which lead to defective implementation of agricultural plans. The eighth chapter is devoted to search for questions appropriate answers to these queries. What arrangements have been made for the evaluation of agricultural plans in the State? How can the present evaluation machinery be strengthened? The summary and conclusions drawn from this study have been discussed in the ninth chapter. There is a ten-page bibliography at the end of the text.

## INDEX TO BOOK REVIEWS

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Recent administrative reforms in Victoria have been broad in scope and intensive in their impact. They have been given firm political support and careful central guidance. They are comprehensive in design and intent and embody both political and managerial rationals. The reforms aim to effect stronger political control linked with centralized corporate management; a performance oriented approach to management; and a more extensive and systematic process of consultation and community involvement. They embody some potential contradictions, such as a

clash between the logics of ministerialization and managerialism, and between the simultaneous pursuit of corporate management and regionalization. Full evaluation of the impact of the reforms must await the working through of a process of institutionalization.

Paper presented at 1984 Academics Conference, Royal Australian Institute of Public Administration National Conference, Murdoch Univ., Perth, 17 Nov. 1984.—*Reproduced.*

OWENS, JULIANNE MAHLER. (George Mason Univ. Fairfax, Virginia). Some limits on the uses of reorganization. *International Journal of Public Administration*, 7 (1) Mar. 85, p. 21-50.

Though reorganization may be one of the first administrative impulses, it is of limited effect as a means of achieving changes in organization processes or of challenging entrenched interests. Comparative research on eight state reorganization efforts examines the assumptions which link reorganization to changes in process, particularly improved coordination.—*Reproduced.*

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#### ADULT EDUCATION

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#### AGRICULTURAL CREDIT

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#### AGRICULTURAL DEVELOPMENT

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KUBA, FERDINAND. China's agricultural revolution. *OECD Observer*, (134) May 85, p. 32-4.

MEHRA, SAVITA, M.L. SHARMA and T.M. DAK. Social mobility trends in rural Haryana in the context of regional advancement. *Indian Journal of Social Work*, 46 (1) Apr. 85, p. 85-93.

PAHALWAN, D.K. and R.S. TRIPATHI. Integrated agricultural development. *Yojana*, 29 (17) 16 Sept. 85, p. 20-2.

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#### AGRICULTURAL EXTENSION

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#### AGRICULTURAL MARKETING

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*Contents:* Manpower planning for agricultural marketing, by Atul Sinha; Agricultural marketing in developing economies: some reflections, by Sung-Hoon Kim; Short term advances to farmers in market yards, by T. Nagaratham; Agmark for consumer protection, by R.J. Verma; Role of planning and marketing in rural industries: a study, by T. Satyanarayana; Agricultural marketing in North Eastern region, by P.H. Trivedi; Agricultural marketing system in Karnataka: a study, by N.S. Viswanath; Agricultural marketing: problems and prospects, by Dilip Kumar Mund; Commercial trials on transport packaging for fruits, by S.K. Malik, R.C. Singhal, C.V. Neelagreevam and L. Krishnaswamy; The importance and benefits of grading and classing of cotton, by M.K. Biswas; Agricultural problems and marketing systems, by R.L. Singh, G.N. Singh, R.K. Singh and I.R. Singh.

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#### BRAIN DRAIN

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The contribution is from a paper presented at a seminar on "Brain Drain

Causes, Consequences and Proposed Solution's", New Delhi, March 17, 1985.

#### BUDGET

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#### BUDGET—PROCEDURE

AGRAWAL, R.S. Performance budgeting—conceptual framework. *Management Accountant*, 20 (8) Aug. 85, p. 423-4.

OMEH, C.O. (Univ. of Nigeria, Enugu Campus, Enugu, Anambra State, Nigeria). Budgeting in the parliamentary and the presidential systems of government in Nigeria. *Indian Journal of Public Administration*, 31(1) Jan.-Mar. 85, p. 164-70.

Omeh discusses the budgetary process in Nigeria's parliamentary as well as presidential systems of government. The difference in the two, according to Omeh, is of technical nature as in the former it is looked after by Ministry of Finance while in the latter, a Budget Directorate is also set up besides the Ministry. The Director of Budget heads a committee of heads of different ministries to examine

thoroughly the budget proposals to facilitate easy comprehension of these by members of the Executive Council. It is later submitted to National Assembly and then to President or Governor to be signed as law. Omeh discusses how, in the Presidential system, the budgetary process is completed well ahead with a lead time of about six months and how control is exercised after it is signed as law. According to him, four areas of potential conflict are overall control of the process, release of funds, monitoring of implementation, and the time dimension (the last constitutes a very important aspect of budgetary process according to the author). Besides discussing application of programme budgeting and zero-based budgeting in the Nigerian budgetary system, he also makes some useful suggestions for improvement.—*Reproduced from the editorial.*

**RAJESHWAR RAO, K. and CH. SATYANARAYANA REDDY.** Performance budgeting—a tool for financial planning and control. *Management Accountant*, 20(6) June 85, p. 312-15.

#### BUDGET—STUDY AND TEACHING

**CAIDEN, NAOMI.** The boundaries of public budgeting: issues for education in tumultuous times. *Public Administration Review*, 45(4) July-Aug. 85, p. 495-502.

#### BUDGET, CAPITAL

**GUPTA, R.K., L.V.L.N. SARMA and LALITHA SARMA.** Financial leverage, dividend policy and cost of capital. *Management Accountant*, 20(6) June 85, p. 301-4.

**KAURA, MOHINDER N. and RATHAN K. SHARMA.** Financing equipment acquisition through lease: an analysis. *ASCI Journal of Management*, 14(2) Mar. 85, p. 152-70.

#### BUDGET, DEFICIENCY

**WILLIAMS, PHIL.** Reagan, arms and

the budget deficit. *World Today*, 41(2) Feb. 85, p. 38-40.

#### BUREAUCRACY

**BANGLA, H.R.** Assessment report, recruitment and promotion in modern bureaucracy. *Prashasnika*, 13(1) Jan.-Mar. 85, p. 43-9.

**BAVA, NOORJAHAN.** (Deshbandhu College, Delhi). Changing role of bureaucracy in India. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 275-94.

Noorjahan Bava analyses the role of bureaucracy in development. It is one of the most vexed problems of both development and democracy. She first discusses it at the theoretical and conceptual level and then focuses attention in tracing its role in India during the British Raj and the post-independence era. In her analytical survey of bureaucracy's role after independence, she points out both its achievements and failures, and discusses different factors responsible for the latter in some details.

In the concluding part, Bava ventures to suggest some remedies too. Her suggestions include stoppage of unhealthy criticism of bureaucracy by political elites; re-establishment of administration's credibility through purposive action, cleansing, and refashioning of operating culture to make it more sensitive and responsive to socio-economic environment; and evolving research-based, policy-making process to meet effectively the changing needs. She rightly observes that future of bureaucracy lies in learning, adaptation and adjustment. She also suggests more diffused, horizontal authority dispersal in the structure of bureaucracy, and serious changes in its perceptions and attitudes to facilitate participation of people in the developmental process. Bava makes a plea for socialisation and education of masses with zeal and fervour to enhance and

sustain their involvement. The author does make a comprehensive survey of the literature and thinking on the subject. —*Reproduced from the editorial.*

**CARINO, LEDIVINA V.** (Univ. of the Philippines, Manila) The politicization of the Philippine bureaucracy: corruption or commitment? *International Review of Administration Sciences*, 51(1) 85, p. 13-18.

In this article the author tries to trace the political roles the bureaucracy has played in several periods of Philippine history and show how such roles have affected its performance. It focuses particularly on the kinds of corruption that have resulted from the politicization of the bureaucracy. However, it also discusses how bureaucrats have taken up political roles in order to manifest commitment to people oriented development, often in disregard of existing regime commitments. The fact that different repercussions may flow from politicization in the same bureaucracy suggests the need for a closer analysis of the relationship between this factor and administrative performance. It has suggested some recommendations for urgent reforms. —*Reproduced.*

**DUBHASHI, P.R.** (I.I.P.A., New Delhi). Role of bureaucracy in development. *Administrator*, 29 (1 & 2) Jan.-Mar. and Apr.-June 84, p. 7-18.

This article is based on the address to the Seminar on the "Role of Bureaucracy in Development" under the auspices of the Department of Public Administration, Punjab University, Chandigarh on Dec. 9, 1983.

The author has referred to the civil service in preindependence days and now. The civil service in those days was a law and order and revenue oriented service whereas the civil service today is a development oriented service. The author opines that bureaucrats should have the

skills of programme planning, institution building and community organisation. It is concluded that training courses should provide the new knowledge, management skills, and outlook required for development to the members of the bureaucracy.

**DUNCEAVY, PATRICK.** Bureaucrats, budgets and the growth of the state: reconstructing an instrumental model. *British Journal of Political Science*, 15(3) July 85, p. 299-328.

**HEPER, METIN.** The state and public bureaucracies: a comparative and historical perspective. *Comparative Studies in Society and History*, 27(1) Jan. 85, p. 86-110.

**HETZNER, CANDACE.** (Univ. of Massachusetts—Boston). Social democracy and bureaucracy. *Administration and Society*, 17(1) May 85, p. 97-128.

The Labour Party in Great Britain has been committed to the principle of equity and has addressed itself both in rhetoric and in practice to furthering the equalitarian ideal in power and authority relationships in English society, viz., in Parliament and industrial organizations. However, though the Party has relied heavily on the bureaucracy for effecting social democracy, the Party has had little interest in equalitarian access to the Higher Civil Service, which has traditionally recruited predominantly middle-class Oxbridge graduates. The explanation lies in the joint membership of Labour Party intellectuals and civil servants in what Edward Shils has called the "aristo-gentry" culture. —*Reproduced.*

**KERNAGHAN, KENNETH.** The conscience of the bureaucrat: accomplice or constraint? *Canadian Public Administration*, 27(4) Winter 84, p. 576-91.

**MALIK, YOGENDRA K.** (Univ. of Akron, Ohio, U.S.A.). Local elites and bureaucrats in a North Indian Urban



community. Indian Journal of Public Administration, 31(1) Jan.-Mar. 85, p. 1-22.

The author's focus is on reporting about "the local elites, perception of the attitude towards the civil servants working in the community". His findings—based on interviews conducted in Jullundur (now Jalandhar), in Punjab in 1979—point out that widening differentiation in status, income, cultural norms and values between bureaucratic and non-bureaucratic elites only accentuate this hostility. Perhaps due to this reason, elites in other intellectual professions—like journalism or teaching—are found to be highly critical of both politicians and bureaucrats regarding their norms of political and administrative morality. The article highlights an aspect of the community and civil service relationship which assumes importance as elite groups do go a long way in moulding public perception of the administration, both good and bad.—*Reproduced from the editorial.*

MEHTA, PRAYAG. Restructuring bureaucracy for development. Indian Worker, 33(51) 16 Sept. 85, p. 23-5.

RAM PRAKASH. (I.I.P.A., New Delhi). A study of Indian bureaucracy. Productivity, 26(1) Apr.-June 85, p. 59-63.

Though the performance of Indian bureaucracy over the last thirty-years has been impressive, yet the nation has not been able to get the best out of its economic development efforts. According to the author there are four major aspects which people in government have not been able to manage well and these adversely affect the efficiency and productivity. Training has an important role in managing these four aspects of change for development, efficiency and effectiveness.—*Reproduced.*

RAYES, DAMILO R. (Univ. of the Philippines, Manila). Control processes

and red tape in Philippine bureaucracy: notes on administrative inefficiency. Philippine Journal of Public Administration, 26(3-4) July-Oct. 82, p. 271-85.

While bureaucracy was conceived as the most rational form of organization characterized by precision, speed and unambiguity, the realities of public organizations today present an inefficient organizational structure that relies heavily on established rules and regulations. Formalized procedures in government, particularly in the implementation of control measures designed to prevent bureaucratic misbehaviour, have brought with them other attendant problems, commonly referred to as 'red tape'. As such, red tape is associated with some control measures of bureaucracy especially when bureaucrats pursue ritualistic adherence to the rules regardless of end goals and terminal values by which these rules have been created. In this sense, it becomes important to define the causes and effects of control measures, especially when they begin to serve as obstacles in the efficient performance of government functions. Red tape must also be defined and clearly identified if bureaucracy is to surmount its challenge.—*Reproduced.*

VEDLITZ, ARNOLD and JAMES A. DYER. Bureaucratic response to citizen contacts: neighborhood demands and administrative reaction in Dallas. Journal of Politics, 46(4) Nov, 84, p. 1207-16.

WILLIAMS, CHRIS. (Australian Development Assistance Bureau, Perth). The concept of bureaucratic neutrality. Australian Journal of Public Administration, 44(1) Mar. 85, p. 46-58.

The recent controversy surrounding the resignation of the Secretary of the Treasury John Stone, highlights some of the paradoxes in the traditional notion of bureaucratic neutrality. The theme of this paper is that the traditional concept of neutrality is a myth which disguises

the real distribution of power and influence in the Australian public service. The notion of neutrality is a defined and dissected, and three schools of thought are identified in the literature. The implications of some of the recent Commonwealth public service reform measures are examined for their impact on the problem of neutrality.

Paper presented at the RAIPA 1984 Academics Conference held at Murdoch University, 17 Nov. 1984.

#### BUSINESS CYCLES

ZARNOWITZ, VICTOR. Recent work on business cycles in historical perspective: a review of theories and evidence. *Journal of Economic Literature*, 23(2) June 85, p. 523-80.

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GRANT, H.D. Ethics: its role and importance in organisations. *Indian Management*, 24(9) Sept. 85, p. 25-7.

#### CANADA—GOVERNMENT

LYON, VAUGHAN. Minority government in Ontario, 1975-1981: an assessment. *Canadian Journal of Political Science*, 17(4) Dec. 84, p. 685-705.

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MCRAE, KENNETH B. Career-management planning: a boon to managers and employees. *Personnel*, 62(5) May 85, p. 56-60.

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#### CHILD LABOUR

MURTHY, M. LINGA, P. RAMAIAH and G. SUDARSHAN. Child labour in agriculture: a case study in Andhra Pradesh. *Mainstream*, 23(49) 3 Aug. 85, p. 15-16.

SHARMA, G.K. Child labour—a repugnant reality. *Democratic World*, 14(37) 15 Sept. 85, p. 6-7.

#### CHILD WELFARE

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SWALLOW, DAVID. Placing children in secure accommodation. *Local Government Chronicle*, (6163) 26 July 85, p. 846-7.

#### CITIES AND TOWNS—GROWTH

KHOSLA, ROMI. Flushing down our



urban future. Seminar, (312) Aug. 85, p. 15-19.

SINHA, V.C. Resolving India's urbanisation problems: the Gandhian way. Khadi Gramodyog, 31(9) June 85, p. 365-73.

SREENIVASA RAO, C.H., V. VEERANNA and N.V.N. SARMA. Growth of cities of one lakh and above population in Andhra Pradesh—1951-1981. Civic Affairs, 32(8) Mar. 85, p. 25-31.

### CITIZEN PARTICIPATION

REDBURN, F. STEVENS and TERRY F. BUSS. Deepening citizen participation. American Review of Public Administration, 17(2-3) Summer/Fall 83, p. 121-30.

### CITY PLANNING

ALBERS, GERD and ALEXANDER PAPAGEORGIOUVENETAS. Town planning 1945-1980: an attempt toward a synoptic view. Ekistics, 52(311) Mar.-Apr., 85, p. 116-30.

DAS, BISWAROOP. Urban growth and urban planning: some reflections on situation in India. Mainstream, 23(47) 20 July 85, p. 15-19.

DAVIS, MIKE. Urban renaissance and the spirit of postmodernism. New Left Review, (151) May-June 85, p. 106-13.

HERINGTON, JOHN. The outer-city problem. New Society, 73(1180) 9 Aug. 85, p. 187-90.

JAGMOHAN. Crucial importance of urban planning. Administrator, 29(1&2) Jan.-Mar. and Apr.-June 84, p. 19-34.

KEMP, ROGER L. City futures—preparing for tomorrow: a case study. SAIPA, Journal of Public Administration, 19(4) Dec. 84, p. 150-5.

KRISHNA MENON, AG. Delhi in the year 2000. Seminar (312), Aug. 85, p. 20-4.

MOUSTAPHA, A.F. FRANK J. COSTA and ALLEN G. NOBLE. Urban development in Saudi Arabia: building and subdivision codes. Cities, 2(2) May 85, p. 140-8.

NEWTON, P.W. Planning new towns for harsh arid environments: an evaluation of Shay Gap and Newman mining towns, Australia. Ekistics, 52(311) Mar.-Apr. 85, p. 180-8.

NIENTIED, PETER and VAN DER LINDEN. Legal and illegal plot development: a rationale for illegal subdivision of land in Karachi. Nagarlok, 17(1) Jan.-Mar. 85, p. 32-45.

SALAU, A.T. Institutional and socio-cultural bases of the degradation of the Nigerian urban environment. Journal of Environmental Management, 20(1) Jan. 85, p. 31-41.

YASHPAL. Kanpur urban development project. Civic Affairs, 32(10) May 85, p. 15-21.

### CIVIL LAW

NAMBOODIRIPAD, E.M.S. Towards common civil code. Mainstream, 24 (Annual No.) Oct. 85, p. 121-2.

### CIVIL LIBERTIES

ALSTON, PHILIP. New human rights: the need to devise procedural due process requirements. International Commission of Jurists Review, (34) June 85, p. 51-3.

BHAGWATI, P.N. Human rights in the criminal justice system. Journal of the Indian Law Institute, 27(1) Jan.-Mar. 85, p. 1-22.

MAYER, JEAN. The concept of the right to work in international standards and the legislation of ILO member states. International Labour Review, 124(2) Mar.-Apr. 85, p. 225-42.

WILDAVSKY, AARON. The 'reverse sequence' in civil liberties. *Public Interest*, (78) Winter 85, p. 32-42.

WRIGLESWORTH, JOHN L. Respecting individual rights in social choice. *Oxford Economic Papers*, 37(1) Mar. 85, p. 100-17.

### CIVIL PROCEDURE

DHAGAMWAR, VASUDHA. Uniform civil code: don't we have it already? *Mainstream*, 23(46) 6 July 85, p. 15-17, 34.

### CIVIL SERVICE

ALEEM, SHAMIM and ALEEM, M.A. Age of superannuation: the need for a sound policy. *Administrator*, 30(2) Apr.-June 85, p. 183-93.

BHATNAGAR, P.S. and MAHENDRA K. JAIN. (Univ. of Rajasthan, Jaipur). Administrative response to citizens' grievances: a case study of Rajasthan Administrative Service Officers. *Pras-hasnika*, 13(1) Jan.-Mar. 84, p. 51-71.

This article seeks to find out the perceptions and attitudes of the officers of Rajasthan Administrative Service towards public regarding the problem of citizen's grievance and administration. It attempts to seek answers to the following questions: (i) Are the administrators aware of the citizen's grievances? (ii) Is the present administrative structure suitable enough for dealing with grievances of the public? (iii) What reforms and improvements do they desire in administration for improving their relations with the public?

This article was confined only to those officers who were posted in Jaipur.

CHOWDHURY, MUSTAFA. (Univ. of Calabar, Calabar, Nigeria). Recruitment, training and promotion of higher civil servants in Pakistan (1947-71). *Indian*

*Journal of Public Administration*, 31(1) Jan.-Mar. 85, p. 23-41.

Mustafa Chowdhury writes on recruitment, training and promotion of higher civil servants in Pakistan, which initially inherited, along with our country, common legacy in terms of civil service and administrative structure. His informative piece covers the period of 1947-71 (*i.e.*, before the establishment of Bangladesh) and shows how the Civil Service of Pakistan (CSP) came to dominate the administrative scene there. According to Chowdhury, the generalist cadre of the CSP dominated policy-making as it came to occupy key positions in administration. It remained a cohesive group, the author finds, as seniority was the criterion for promotion and its doors remained closed for lateral entry. According to Chowdhury, practically, while the promotion according to seniority avoided internal conflicts, the absence of lateral recruitment had its impact on efficiency.—*Reproduced from the editorial.*

EVANS, JIM. The dismissal of Les Cray: necessary civil service discipline or an attack on freedom of speech? *Public Sector*, 8(1/2) June 85, p. 35-6.

HERNANDO, SOLEDAD A. (Univ. of Philippines, Manila). Village immersion: an approach in reorienting career civil servants. *Philippine Journal of Public Administration*, 26(3-4) July-Oct. 82, p. 309-18.

In order to produce government executives and career administrators who will carry out the development tasks of the New Republic, the Career Executive Service Development Programme adopted the Village Immersion concept. The idea is general towards making the programme participants realize the real conditions of the majority of the Filipinos by being one of them for a duration of time. The first-hand experience with the people is hoped to breed government administrator with developed commit-

ment to help achieve national development not only through generating increased income but also through sharing the development resources equitably to the disadvantaged population whose potential capabilities for helping themselves have been recognized.—*Reproduced*.

KOH, B.C. (Univ. of Illinois in Chicago). The recruitment of higher civil servants in Japan: a comparative perspective. *Asian Survey*, 25(3) Mar. 85, p. 292-309.

The purpose of this article is to examine a few salient aspects of the recruitment of higher civil servants in post-war Japan. It first scrutinizes the mode of recruitment, with emphasis on higher civil service examinations. Next it analyzes the pattern of recruitment, that is examination vs evaluation, University background of successful candidates, dominance of law graduates and male dominance. Finally, the Japanese record is compared with those of industrialized democracies, viz., the United States, the United Kingdom, France and West Germany.

LANGFORD, JOHN W. Responsibility in the senior public service: marching to several drummers. *Canadian Public Administration*, 27(4) Winter 84, p. 513-21.

LONNROTH, LARS. The intellectual civil servant: the role of writer and the scholar in Nordic culture. *Daedalus*, 113(2) Spring 84, p. 107-36.

MCCALLUM, SANDRA K. Personal liability of public servants: an anachronism. *Canadian Public Administration*, 27(4) Winter 84, p. 611-16.

METAFERIA, GETACHEW. (Univ. of Maryland Eastern Shore, Princess Anne, Maryland). Need for training civil servants: a case of Zambia. *Indian Journal of Public Administration*, 31(1) Jan.-Mar. 85, p. 69-78.

Getachew Metaferia restricts himself to the training aspect of personal administration. He really takes Zambia as a case study and traces the important developments. Like most other young African nations, Zambia also suffers from acute shortage of trained civil servants, needed so badly for the nation's development. Here, the colonial masters had deliberately kept the Zambians aloof from administrative functioning and hired expatriates to run administration. The lack of educational facilities was by itself an inhibiting factor. As put by Metaferia, the problem here is not merely of paucity of resources and of scarce institutional infrastructure for training but also of Zambinising all civil service positions, especially professional and technical.—*Reproduced from the editorial*.

NEILSON, WILLIAM A.W. Service at the pleasure of the crown: the law of dismissal of senior public servants. *Canadian Public Administration*, 27(4) Winter 84, p. 556-75.

RIDLEY, F.F. Who is the civil servant's master? *New Society*, 172(1172) 14 June 85, p. 389-91.

ZAFARULLAH, HABIB MOHAMMAD. (Univ. of Dhaka). Abolition of tenure in the Australian public service: problems and prospects. *Philippine Journal of Public Administration*, 27(4) Oct. 83, p. 436-50.

In Australia, one of the currently obtaining debates centre around the issue of politicization of the bureaucracy. Specifically, the supporters and sympathizers of the Australian Labour Party favour the abolition of tenure in the higher echelons of the public service. This is in line with the thinking that public administration is a basic political process and that to serve the purposes of a modern democratic government, it is imperative to have politically responsive

people in policy formulating and implementing positions.

The debate is presented in the Australian context and the problems and prospects of the schemes are identified. —*Reproduced.*

#### CIVIL SERVICE AND LEGISLATORS

LORENTZEN, PAUL (Baltimore, Maryland). Stress in political-career executive relations. *Public Administration Review*, 45(3) May-June 85, p. 411-14.

Growing stress in the relationship between federal political appointees and career officials during the past decade has received increased attention from both scholars and practitioners. At the same time, the policy versus administration dichotomy has been resurrected and has cast the respective executive roles into renewed controversy. Two comparatively radical approaches to the executive relations problem include a reformulation of the executive force system and the abandonment of open communications to the relationship. A more traditional proposal is the five-step action plan developed last year by four professional associations, including ASPA. Based on building mutual understanding, shared perspectives, and a degree of trust by using a variety of orientations and communication techniques, this approach has been endorsed by officials of the Reagan administration and has begun to be implemented. —*Reproduced.*

#### COAL

GHOSH, A.B. First decade of coal nationalisation: crucial test of performance. *Economic and Political Weekly*, 20(34) 24 Aug. 85, p. 1443-6.

GUPTA, A.B. Coal India management: focus on decentralisation. *Capital*, 195 (4814) 16 Sept. 85, p. 45-6.

GUPTA, A.B. Silence on the coal front: why? *Capital*, 195(4815) 30 Sept. 85, p. 47-8.

THOMAS, DAVID. Paying the new price of coal. *New Society*, 72(1176) 12 July 85, p. 49-51.

#### COLLECTIVE BARGAINING

ALBEDA, W. Recent trends in collective bargaining in the Netherlands. *International Labour Review*, 124(1) Jan.-Feb. 85, p. 49-60.

CARROTHERS, A.W.R. Before the father even acknowledges the child: public sector collective bargaining. *Canadian Public Administration*, 27(4) Winter 84, p. 678-90.

KOLB, DEBORAH M. and JOHN VAN MAANEN. Where policy studies go wrong: reflections on the meaning and use of collective bargaining procedures in the public sector. *Administration and Society*, 17(2) Aug. 85, p. 197-216.

PANDEY, P.N. Gandhian concept and collective bargaining in India. *Labour Bulletin*, 44(9) Sept. 84, p. 1-5.

#### COLLEGES AND UNIVERSITIES

PRASAD, S.N. University as a sanctuary for international awakening and peace. *University News*, 23(30) 8 Aug. 85, p. 8-10.

PRASAD, V.S. 'Openness' of open university system. *University News*, 23 (27) 16 July 85, p. 6-7.

SANCHETI, D.C. Coordination between universities and professional bodies. *University News*, 23(26) 8 July 85, p. 2-3.

SRIVASTAVA, PRADEEP KUMAR. Open university at doorstep. *University News*, 23(25) 1 July 85, p. 5-7.

WARD, JOHN M. Accountability and responsibility: the university challenges

of the 1980s. *Australian Journal of Public Administration*, 44(1) Mar. 85, p. 73-85.

WRIGHT, ELIZABETH C. Courts and universities : the impact of litigation on University autonomy. *Journal of the Indian Law Institute*, 27(1) Jan.-Mar. 85, p. 35-60.

### COLONIAL GOVERNMENT

VAN SCHENDEL, WILLEM. 'Madmen' of Mymen Singh : peasant resistance and the colonial process in Eastern India, 1824 to 1833. *Indian Economic and Social History Review*, 22(2) Apr.-June 85, p. 139-73.

### COMMERCE—STUDY AND TEACHING

AGARWALA, RAJ K. Challenges for commerce education. *University News*, 23(25) 1 July 85, p. 3-4.

BRAHMANKAR, E.B. Pattern of commerce education in Indian universities. *University News*, 23(33) 1 Sept. 85, p. 4-5, 8.

### COMMUNICATIONS

JUSSAWALLA, MEHEROO. International telecommunication policies. *Development*, (1) 85, p. 65-6.

MANKEKAR, D.R. A communication policy for India. *Mainstream*, 24 (Annual No.) Oct. 85, p. 51-2.

MISRA, GIRISH K. (I.I.P.A., New Delhi). Spatial administration plan for communication facilities. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 373-93.

With the tremendous increase in the level of politicisation, location of services and facilities has become an important area of study since it tends to have serious political and social implications too. As such, location of services and

facilities can no longer be allowed on the whims and fancies of individuals, howsoever important they may be. Girish K. Misra, therefore, analyses three approaches of locational efficiency in his article. These are based on Rushnon-Hillsman algorithm, method of Sen, *et. al.* (which itself is based on Reed-Muench method), and Teitr and Bart algorithm. Misra illustrates their application by the case of Miryalguda Taluk (in Andhra Pradesh) where communication facilities of Post and Telegraph Department were to be provided with full locational or special efficiency. This is an area for much greater interdisciplinary interaction and analysis for effective development planning.—*Reproduced from the editorial.*

### COMMUNITY DEVELOPMENT

ELDRIDGE, PHILIP. The political role of community action groups in India and Indonesia: in search of a general theory. *Alternatives*, 10(3) Sept. 84, p. 401-34.

### COMMUNITY LIFE, RURAL

NEALE, WALTER C. Indian community development, local government, local planning and rural policy since 1950. *Economic Development and Cultural Change*, 33(4) July 85, p. 677-98.

SCHULTE, REGINA. Village life in Europe. *Comparative Studies in Society and History*, 27(1) Jan. 85, p. 195-206.

SINGH, CHANDRA PAL. What's wrong with rural family welfare ? *Yojana*, 29(16) 1 Sept. 85, p. 14-15, 19.

### COMPUTERS

BALASUBRAMANIAN, T.A. Government by computer. *Computer Age*, 3(9) June 85, p. 46-8.

BHATNAGAR, S.K. Fifth generation computers—advent of a new era in technology. *Defence Management*, 12(1) Apr. 85, p. 19-28.



BLAND-FLAGG, G.D. Electronic data capture and analysis in forestry. *Management Services*, 29(8) Aug. 85, p. 8-10.

CALLAGHAN, DAVID R. Realistic computer training. *Training and Development Journal*, 39(7) July 85, p. 27-9.

CHAUDHURI, ATAL. Micro-processor based temperature controller. *Computer Age*, 3(10) July 85, p. 24-5.

COMPTON, TED R. A cost-effective internal control system—management's dilemma. *Journal of Systems Management*, 36(5) May 85, p. 21-5.

DORR, PATRICK B. Tax impact of buying a microcomputer. *Journal of Systems Management*, 36(5) May 85, p. 14-20.

FRYER, MICHAEL O. Risk assessment of computer controlled systems. *Transaction on Software Engineering*, 11(1) Jan. 85, p. 125-9.

GARG, V.K. Communication and computers in space age. *Computer Age*, 3(11) Aug. 85, p. 17-23.

GUBERMAN, SH. A. Computer vision and Gestalt theory. *Soviet Review*, 26(1) Spring 85, p. 87-104.

HAJIME, KARATSU. Coping with the computers. *Japan Quarterly*, 32(2) Apr.-June 85, p. 118-22.

HEAP, JOHN. Data handling software. *Management Services*, 29(8) Aug. 85, p. 12-14.

KING, ALBERT S. How 'micros' are changing HR (Human Resources) information management. *Personnel*, 62(5) May 85, p. 67-9.

MATHEW, F.T. Computer applications in water resources planning. *Bhagirath*, 32(2) Apr. 85, p. 66-70.

NAMBIAR, K.P.P. India's first public sector enterprise to spearhead the com-

munication revolution. *Computer Age*, 3(10) July 85, p. 38-41.

PURKAYASTHA, PRABIR. Computer policy: what implications? *Mainstream*, 24 (Annual No.) Oct. 85, p. 123-6.

SHIGEO, OYAMA. Fuchi Kazuhiro: making a computer that thinks. *Japan Quarterly*, 32(2) Apr.-June 85, p. 123-8.

SUCHAK, N.J. and R.D. MHASKAR. Use of interrupt service routines in computer control of chemical processes. *Computer Age*, 3(10) July 85, p. 20-3.

WEBB, TREVOR. Towards more flexible computing? *Management Services*, 29(9) Sept. 85, p. 16-19.

## CONSTITUTIONAL LAW

RYDON, JOAN. Some problems of combining the British and American elements in the Australian constitution. *Journal of Commonwealth and Comparative Politics*, 23(1) Mar. 85, p. 67-79.

## CONSULTANTS

BROWN—JOHN, LLOYD. Comprehensive regulatory consultation in Canada's food processing industry. *Canadian Public Administration*, 28(1) Spring 85, p. 70-98.

## COOPERATION

CHELLAPPAN, K. Training for cooperative technology in Tamil Nadu. *Khadi Gramodyog*, 31(8) May 85, p. 341-51.

## COOPERATIVE SOCIETIES

KAUL, SANAT. Cooperative movement in Delhi—achievements and prospects. *Management in Government*, 16(3) Oct.-Dec. 84, p. 345-51.

MEGHJI, ZAKIA. Identification of successes and constraints of women's cooperatives in Tanzania. *International Cooperative Information*, 73(1) 84, p. 48-57.



SINHA, B.K. Cooperatives in service of workers in India. *Khadi Gramodyog*, 31(10) July 85, p. 431-9.

### CORRUPTION

BAUTISTA, VICTORIA A. The nature, causes, and extent of corruption : a review of literature. *Philippine Journal of Public Administration*, 26(3&4) July-Oct. 82, p. 235-70.

CORREA, HECTOR. A comparative study of bureaucratic corruption in Latin American and the U.S.A. *Socio-Economic Planning Sciences*, 19(1) 85, p. 63-79.

HOPE, KEMPE RONALD. (Univ. of the West Indies, Mona, Jamaica). Politics, bureaucratic corruption and maladministration in the Third World. *International Review of Administrative Sciences*, 51(1) 85, p. 1-6.

This article examines the relationship between the political directorate and political activity on the one hand, and the corrupt, bureaucratic maladministration of national development, on the other, in the Third World.

JONES, EDWIN. (Univ. of West Indies, Kingston, Jamaica). Politics, bureaucratic corruption, and maladministration in the Third World: some Commonwealth Caribbean. *International Review of Administrative Sciences*, 51(1) 85, p. 19-23.

This article focuses on two related analytical tasks; first, an appraisal of the adequacy of the theoretical frame; and secondly an illustration of its positive elements, drawing on empirical indicators from the Commonwealth Caribbean.

OLOWU, DELE. (Univ. of Ife, Ile-Ife, Nigeria). Bureaucratic corruption and public accountability in Nigeria: an assessment of recent developments. *International Review of Administrative Sciences*, 51(1) 85, p. 7-12.

The mission of this article is to provide a report on the activities of the new military government in dealing with the problem of public sector corruption, and to assess these developments in terms of their enduring contribution to the growing literature on the theory of political and bureaucratic corruption and its control.

SIVALINGAM, G. Bureaucratic corruption in Malaysia: the incongruence between social and legal norms. *Philippine Journal of Public Administration*, 27(4) Oct. 83, p. 418-35.

### COST-BENEFIT ANALYSIS

GHOSH, A. Cost-benefit analysis in development planning. *Capital*, 195(4812) 19 Aug. 85, p. 53-5.

### CRIME

HERRUP, CYNTHIA. Crime, law and society. *Comparative Studies in Society and History*, 27(1) Jan. 85, p. 159-73.

WONG, Y.F. Safety from crime "down the tubes" in Hong Kong. *Police Journal*, 58(3) July-Sept. 85, p. 265-7.

DAMODAR VALLEY CORPORATION JAISWAL, N.K., A.P. PURANDAREX and A.K. JAISWAL. People participation in watershed management: a case study of DVC (Damodar Valley Corporation). *Journal of Rural Development*, 4 (4) July 85, p. 409-40.

### DECISION-MAKING

RAMAKANTH, J. (Osmania Univ., Hyderabad). Strategy of disjointed incrementalism reconsidered. *Indian Journal of Public Administration*, 31(1) Jan.-Mar. 85, p. 79-93.

J. Ramakanth who questions the validity of the theory of strategy of decision which C.E. Lindblom and Braybrook jointly propounded on the basis of findings of a psychological

experiment reported by Bruner, Goodnow, and Austin in their book. *A Study of Thinking*.

Ramakanth argues that Lindblom pulled the conclusions of Bruner *et al* out of context and mis-interpreted these without much justification for the purposes of his theory. *Reproduced from the editorial*.

SHAH, JITENDRA K. Relevant cost approach to decision making process. *Management Accountant*, 20(7) July 85, p. 369-71.

WHITEMAN, DAVID. The fate of policy analysis in congressional decision making: three types of use in committees. *Western Political Quarterly*, 38(2) June 85, p. 294-311.

#### DEMOCRACY

DATTA, SURINDER K. Freedom and democracy. *Democratic World*, 14(33) 18 Aug. 85, p. 5-6.

DUNCAN, GRAENE. A crisis of social democracy. *Parliamentary Affairs*, 38(3) Summer 85, p. 267-81.

HERMANN, EDWARD S. and JAMES PETRAS. 'Resurgent Democracy' in Latin America: rhetoric and reality. *Economic and Political Weekly*, 20(27) 6 July 85, p. 1147-52.

#### DEVELOPMENT ADMINISTRATION

BHATNAGAR, P.S. (Tribhuvan Univ., Kathmandu). Planning and administrative development. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 308-20.

P.S. Bhatnagar, in his article, highlights the need for paying proper attention to build administrative capabilities as well while undertaking the planning exercise. He feels that administrative development and economic development are linked inseparably. He, therefore,

emphasises the compelling necessity to undertake reform measures to make administration a fit instrument to translate plan goals into reality. While doing so, he also analyses briefly the reasons for failures and partial successes on this front.—*Reproduced from the editorial*.

#### DISTRICT ADMINISTRATION

MUKARJI, NIRMAL. Restructuring district administration. *Mainstream*, 24(3) 21 Sept. 85, p. 11-13.

#### DROUGHT

ASHTON, BASIL and others. Famine in China, 1958-61. *Population and Development Review*, 10(4) Dec. 84, p. 613-45.

SADHU, J.N. Worst ever drought in living memory. *Commerce*, 151(3870) 27 July 85, p. 164-5.

#### DRUG HABIT

PLANT, MARTIN. The real problem with drugs. *New Society*, 72(1171) 7 June 85, p. 350-2.

SHAHANDEH, BEHROUZ. Drug and alcohol abuse in the workplace: consequences and countermeasures. *International Labour Review*, 124(2) Mar.-Apr. 85, p. 207-23.

#### DRY FARMING

HEBBAR, B. GOPALAKRISHNA and S. BISALLIAH. Output and employment elasticities of a dominant dryland crop. *Margin*, 17(3) Apr. 85, p. 55-65.

SAMASEKHARA RAO, V.B.R.S. Planning dryland cultivation: a study of small farms in Bankura, West Bengal. *Journal of Rural Development*, 4(2) Mar. 85, p. 308-33.

#### ECONOMIC ASSISTANCE

NDEGWA, PHILIP. Cooperation among

Sub-Saharan African countries: an engine of growth? *Journal of Development Planning*, (15) 85, p. 137-61.

#### ECONOMIC ASSISTANCE, JAPAN

BROOKS, WILLIAM L. and ROBERT M. ORR, Jr. Japan's foreign economic assistance. *Asian Survey*, 25(3) Mar. 85, p. 322-40.

#### ECONOMIC DEVELOPMENT

BHAGWATI, JAGDISH. Growth and poverty. Seminar, (314) Oct. 85, p. 39-45.

DHOLAKIA, JITENDRA. Economic transformation of Gujarat. *Monthly Commentary on Indian Economic Conditions*, 26(10) May 85, p. 7-8.

GHOSH, JAYATI. Problems of adjustment and growth in the world economy. *Economic and Political Weekly*, 20(30) 27 July 85, p. 1267-79.

GREEN, REGINALD H. From deepening economic malaise towards renewed development: an overview. *Journal of Development Planning*, (15) 85, p. 9-43.

GUPTA, SULEKH C. Recent changes in economic policies. *Mainstream*, 23(50) 10 Aug. 85, p. 26, 78-82.

MEHRA, O.P. Issues in development. *Prashasnik*, 13(2) Apr.-June 84, p. 19-24.

MODDIE, A.D. The development watershed : 1980's. *Monthly Public Opinion Surveys*, 30(5, 6) Feb.-Mar. 85, p. 5-10.

NANDI, DWIJENDRA. China's changing face. *Democratic World*, 14(31) 4 Aug. 85, p. 7-10.

O'TOOLE, JAMES. The mixed (up) American economy. *Annals of Public and Co-operative Economy*, 54(4) Oct.-Dec. 84, p. 383-93.

ROY, DILIP KUMAR. The strategy of industrialisation with special reference to Bangladesh : a theoretical discussion. *Asian Economic Review*, 26(3) Dec. 84, p. 17-26.

RUBIN, BARRY M. and C. KURT ZORN. Sensible state and local economic development. *Public Administration Review*, 45(2) Mar.-Apr. 85, p. 333-9.

SENGUPTA, ARJUN. Recovery, interdependence, and developing economies. *Mainstream*, 24(Annual No.) Oct. 85, p. 20-1, 111-13.

STOJANOVIC, DRAGISA. An extended matrix of economic growth and corresponding dynamic system. *Socio-Economic Planning Sciences*, 19(1) 85, p. 17-19.

VARMA, KEWAL. Perspective A.D. 2000. *Mainstream*, 23(50) 10 Aug. 85, p. 24, 53.

WERKER, SCOTT. Beyond the dependency paradigm. *Journal of Contemporary Asia*, 15(1) 85, p. 79-95.

YEH, GAR-ON ANTONY. Development of the special economic zone in Shenzhen, the People's Republic of China. *Ekistics*, 52(311) Mar.-Apr. 85, p. 154-61.

#### ECONOMIC PLANNING

ANANDA, PRAKASH. Impressive plan performance. *Commerce*, 151(3873) 17 Aug. 85, p. 310-11.

ANANDA, PRAKASH. Rs. 3,285-crore Seventh Plan. *Commerce*, 151(3873) 17 Aug. 85, p. 335-7.

ANSARI, M.M. Economic policy and planning. *Yojana*, 29(17) 16 Sept. 85, p. 32-4.

BHATTACHARYYA, S.K. Do our plans need structural changes? *Yojana*, 29(17) 16 Sept. 85, p. 13-15.

FOSTER, JOHN BELLAMY. Sources of instability in the U.S. political economy and empire. *Science and Society*, 49(2) Summer 85, p. 167-93.

JAIN, M.P. Energy shortage to persist through Seventh Plan. *Commerce*, 151(3873) 17 Aug. 85, p. 339-40.

JHA, L.K. New thrust to economy? *Yojana*, 29(13) 16 July 85, p. 4-5.

KHARE, G.P. Why decentralize planning? *Yojana*, 29(12) 1 July 85, p. 6-9.

MISRA, B. Seventh Plan—the thrust needed? *Yojana*, 29(12) 1 July 85, p. 13-16.

PATNAIK, PRABHAT. Political economy of economic 'liberalisation'. *Mainstream*, 24(3) 21 Sept. 85, p. 19-26.

RAO, PADMA H. A moth-eaten five-year plan. *Commerce*, 151(3873) 17 Aug. 85, p. 307-9.

SADHU, J.N. Emphasis on rapid expansion of economy. *Commerce*, 151(3873) 17 Aug. 85, p. 313-15.

SAKHALKAR, S.B. Seventh Plan accent on industrial development. *Commerce*, 151 (3873) 17 Aug. 85, p. 327-30.

SIKIDAR, SUJIT. Seventh Plan fails to tackle special problems. *Commerce*, 151(3873) 17 Aug. 85, p. 299-301, 354.

SINGH, PRABHAT KUMAR. Planning retreating from challenges? *Yojana*, 29(12) 1 July 85, p. 10-12.

UJJWAL PRAKASH. Seventh Plan accent on agriculture. *Commerce*, 151(3873) 17 Aug. 85, p. 302-5.

ZIMMER, TERESE S. Regional input into centralized economic planning: the case of Soviet Central Asia. *Policy Sciences*, 18(2) Sept. 85, p. 111-26.

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#### GOVERNMENT BONDS— MARKETING

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#### GOVERNMENT BONDS—TAXATION

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#### GOVERNMENT ENTERPRISE

AGARWAL, M.D. and N.S. PILLAI. Performance appraisal of public enterprises in India : a case study of Indian Airlines. *Prashasnika*, 13 (1) Jan.-Mar. 85, p. 35-41,

ARYA, P.P. (Punjab Univ., Chandigarh). Workers interest in work in public sector undertakings—a case study. *Lok Udyog*, 19 (4) July 85, p. 9-15.

Since public sector in India is to act as an agent of social and economic change, it is necessary that workers in the public sector should take interest in their work. A random sample of workers drain from two public sector units was taken up. A majority of the workers interviewed said that workers in the public sector consider their jobs interesting and also they work hard on the jobs assigned to them. The study shows that workers with higher satisfaction with their immediate supervisors hood higher interest in work. Workers were more satisfied with those supervisors who had democratic orientations. Similarly workers who are satisfied with the various programmes of workers' participation in decision making had higher interest in work. The analysis suggests that successful working of the participatory machinery can increase workers' interest in work, and that adoption of the positive attitude by the union and management towards each other could increase interest in work. For the purpose of analysis both parametric (multiple regression analysis) and



non-parametric (chi-square and median) tests were applied.—*Reproduced.*

HEALD, DAVID (Univ. of Glasgow). Will the privatization of public enterprises solve the problem of control? *Public Administration*, (U.K.), 63 (1) Spring 85, p. 7-22.

The Government's privatization programme has acquired such momentum that hardly any public enterprise is exempt from action or proposals. Evaluation of the programme must recognise the diversity of privatization policies, and the tensions inherent within their objectives. Ideological motivation has been supported by the inability of policy makers to design a viable framework of economic and financial control over public enterprises. This has led to a view that it is impossible to manage business efficiently within the public sector, the constraints of which can only be escaped by 'setting the enterprise free'. However, decisions now will close future options, and may be prohibitive to reverse. A list of unanswered questions remains about future relationships between hybrids and governments, the costs and benefits of the regulatory systems which will replace public ownership, and the balance between public policy and private interests. Can the market succeed where the state has been judged to have failed?

This article is a revised version of a paper presented at the RIPA conference on "The Shifting State: Rules, Roles and Boundaries in the 1980's" held at the University of Aston, 14-15 September 1984.—*Reproduced.*

IGLESIAS, GABRIEL U. (Univ. of the Philippines, Manila). Evaluating training effectiveness: focus on the training of public enterprise managers. *Philippine Journal of Public Administration*, 26 (3-4) July-Oct. 82, p. 286-308.

Evaluation of training effectiveness is generally accepted as important in

measuring levels or changes in individual, unit and organizational performance. A comparison of the experience of selected developed and developing countries, however, show that there has been relative neglect, on the part of the latter, to use more rigorous and reliable evaluation instruments, techniques and methodologies in measuring the effectiveness of training conducted on public enterprise managers. There is need therefore to strengthen the capability of training institutions in evaluating training effectiveness.—*Reproduced.*

JAIN, K.K. (St. John's College, Agra). Performance appraisal of executives in the public sector iron and steel industry. *Lok Udyog*, 19 (3) June 85, p. 55-9.

Performance appraisal of human resources is a dynamic concept. It has undergone many revolutionary changes over the years. Periodic review of appraisal system is necessary for any progressive management so as to correlate organisational priorities and realities with appraisal norms. The public sector iron and steel industry which is a basic and key industry and the centrepiece of our country's infrastructure takes a lead among its counterpart in the public sector regarding the system of performance appraisal besides many more things. The industry has been dynamic enough to introduce timely changes in its appraisal system. An attempt has been made in this paper to analyse the gradual changes or in the appraisal system of the public sector iron and steel industry and also to outline the basic features of the existing appraisal plan. Based on the analysis, the author concludes that the ultimate success of the scheme depends, to a great extent, on the environment of mutual trust, goodwill and faith, apart from the need based review of their appraisal norms and practices.—*Reproduced.*

LAKSHMIPATHY, V. Managerial productivity and leadership in public enter-



prises. Institute of Public Enterprise Journal, 7 (4) Oct.-Dec. 84, p. 29-42.

MAHAJAN, Y.S. (Parliamentary Forum on Public Sector). Development of backward areas—role of public sector. Lok Udyog, 19 (3) June 85, p. 3-16.

The Central Government has overall responsibility in the regulation and development of industries in India. The approaches to be followed by the government in fulfilling the responsibilities are enunciated in the industrial resolutions and the plan documents. Quite a good number of these objectives are being met by the government through the instrument of the public sector enterprises. Amongst very many assignments, public sector has also been assigned a significant role in the development of strategy adopted for correcting regional imbalances and promoting industrialisation of the backward areas of the country. This paper makes a detailed analysis of the public sector role and achievements in the development of the backward regions in the country and also in the upliftment of the socio-economic conditions of the people belonging to those regions.—*Reproduced*.

MAHAJAN, Y.S. Indira Gandhi had set commanding heights for public sector. Indian Worker, 33 (47) 19 Aug. 85, p. 15-18.

MEHTA BALRAJ. Public sector—changed perspective. Capital, 195 (4811) 5 Aug. 85, p. 29-33.

MISHRA, R.K. and S. RAVISHANKAR. (Institute of Public Enterprise, O.U. Campus, Hyderabad). Training needs of public enterprises in India. Indian Journal of Public Administration, 31 (1) Jan.-Mar. 85, p. 136-49.

The training for public sector is a much talked about theme and a number of organisations and institutions were initially conceived in our country owing to the expected expanding role of public

sector in our planning strategy. Proper training of manpower is directly related to productivity in public sector units. Its importance grows with growth in the quantum of investments, the size of work force and the variegated nature of economic activity. Mishra and Ravishankar examine the existing training system and point out some of the core problems that persist. While identifying training needs in public sector units, they adopt a comprehensive approach to meet organisational as well as the needs of individuals belonging to junior middle and senior managerial levels. They start by defining training objectives and identification of target groups with discussion on curriculum and methodology of management training, evaluation of training effort and the necessity for trainer effectiveness. They, thus, argue for streamlining and reinforcing training system in public sector units to bring about the desired qualitative change at organisational and individual levels.—*Reproduced from the editorial*.

MOSHI, H.P.B. Adequacy of control in Tanzania's public enterprises. Institute Public Enterprise Journal, 7 (4) Oct.-Dec. 84, p. 43-56.

MUKHERJEE, ASHIM KUMAR (Univ. of Allahabad, Allahabad). Management of working capital of Central Government undertakings in India. Institute of Public Enterprise Journal, 8 (1) Jan.-Mar. 85, p. 59-63.

The purpose of this study is to analyse various aspects of the management of working capital of 20 Central Government undertakings producing non-homogenous products. Selected units are: Hindustan Machines tools Ltd., Hindustan Antibiotic Ltd., Heavy Engineering Corporation Ltd., Mandya National Paper Mills Ltd., Fertiliser Corporation of India Ltd., Indian Oil Blending Ltd., Instrumentation Ltd., Bharat Heavy Electricals Ltd., Mining and Allied

Machinery Corporation Ltd., Cement Corporation of India Ltd., Hindustan Photo Film Manufacturing Company Ltd., Goa Shipyard Ltd., Hindustan Copper Ltd., Electronic Corporation of India Ltd., Tannery and Footwear Corporation of India Ltd., Indian Petrochemicals Corporations Ltd., Bharat Gold Mines Ltd., Bokaro Steel Ltd., and Central Coalfields Ltd.

This paper is an abstract of the author's doctoral thesis.—*Reproduced.*

PANZONI, ERICO EMIR. Background, nature and problems of the public sector in Argentina economy. *Institute of Public Enterprise Journal*, 8 (1) Jan-Mar. 85, p. 51-8.

PESTIEAU, PIERRE. Public enterprises under conditions of unemployment: a survey of the issues. *Annals of Public and Cooperative Economy*, 54 (4) Oct.-Dec. 84, p. 365-82.

RAJALAKSHMI, K. Technological retrogression in public sector transport equipment industry in India. *Institute of Public Enterprise Journal*, 7 (4) Oct.-Dec. 84, p. 15-28.

RAJESHWAR RAO, K. and SATYA-NARAYANA REDDY. Internal resources generation by public enterprises as a measure of performance. *Institute of Public Enterprise Journal*, 7 (4) Oct.-Dec. 84, p. 1-13.

RAJESHWAR RAO, K. (Kakatiya Univ. Warangal). Management of working capital in public enterprises. *Institute of Public Enterprises Journal*, 8 (1) Jan.-Mar. 85, p. 1-12.

In India, over the years, the public sector has diversified itself into nearly all areas of industrial and commercial activity, viz., Basic Materials, Capital Goods, Consumer Goods and Agrobased Goods under 'Producing' category and Trading and Marketing, Transporta-

tion Services and Contracts and Construction Services under 'Service' category. Its share has risen not only in the national total investment outlay but also in the gross domestic product. Logically, the expectation of the need for generation of savings by public enterprises, which would be available for investment within or elsewhere in the economy have gone high. The generation of savings through enterprise operations calls for efficient working capital management. This paper looks into the various aspects of working capital management.

Most of the aspects discussed in this paper are drawn from the Doctoral thesis of the author on "Working Capital Problems of Public Enterprises in India, with special reference to selected undertakings" submitted to awarded by the Kakatiya University in 1980.—*Reproduced.*

RAO, NAGESHWAR (Banaras Hindu Univ., Varanasi). and Omji Gupta. (Feroz Gandhi Post Graduate College, Rai Bareilly). Pricing policies and practices in public enterprises. *Lok Udyog*, 19 (2) May 85, p. 27-32.

The authors have examined in this paper the various types of pricing methods practised in the PEs in India and found that it was not feasible to work out a set pricing procedure for all the PEs operating in the country as a whole at a time. The need of hour is to evolve some yardsticks for different PEs so that their efficiency can be measured in correct perspective and the critics of public sector may not wage a war in future against the performance of public enterprises.—*Reproduced.*

RAVISHANKER, S. (NITIE, Bombay) and R.K. Mishra (Institute of Public Enterprises, Hyderabad). Improving the performance of state level public enterprises through management training and

development. Lok Udyog, 19 (3) June 85, p. 29-36.

During the last one decade, the number of State Level Public Enterprises in India had been considerably increasing. Mere expansion of SLPEs alone does not contribute to the development efforts. The human resources, particularly the managerial cadres, in SLPEs have to be trained and appropriate skills developed in order to make the enterprises productive for rapid socio-economic transformation. The paper attempts at examining the role of SLPEs in the national economy and analyses how management training and development process could help in making the SLPEs play useful roles. The process of designing and implementing an effective management training system for the SLPEs, with reference to the training objectives, curriculum methodology and evaluation procedures, has been discussed in detail in this paper.

SARMA, K. RAMAKRISHNA. (Osmania Univ., Hyderabad). Role of public sector in trade in some developing countries. Lok Udyog, 19 (3) June 85, p. 37-47.

The developing countries after attaining independence from the colonial rules, felt the economic necessity of bringing about structural changes by direct intervention of government in internal and foreign trade as a part of overall strategy of development of their backward economies. Hence the public sector in the developing countries has emerged like in all other economic activities, to play a major role in both domestic and foreign trade. Disengaging the main stream of economic life from private firms to that of government controlled business organisations has been observed to be the important phenomenon in the growth of public sector specially in the sphere of trade.

In the developing countries separate

government organisations and enterprises have emerged to undertake the special responsibilities involved in trade. The article examines the modus operandi of state intervention in trade in different developing countries and the working of different public sector enterprises in trade sector.—*Reproduced.*

SATHE, VASANT. Public sector—a major tool for development, *Mainstream*, 23 (50), 10 Aug. 85, p. 19-20.

SEETHARAM, G.N. (Administrative Staff College of India, Hyderabad). Political economy of public enterprises. *ASCI Journal of Management*, 14 (2), Mar. 85, p. 171-85.

Recently there has been a plethora of literature on public enterprises. Some of them have looked into the objectives and the reasons for their being fuzzy, some of them have looked into the structure of investments and the financial problems. The author has attempted to look at its political economy—looking at the public sector in the framework of the production relations operating in the economy. The author has attempted to look at the public enterprise system from a different angle. He concludes that the public enterprises as they exist now need to be drastically revamped.—*Reproduced.*

SHARMA, ARVIND K. (South Gujarat University, Surat). Corporate dualism in the public sector: its nature and implications. *Indian Journal of Public Administration*, 31 (1) Jan.-Mar. 85, p. 117-35.

Assumption of entrepreneurial role by government has brought about a host of government companies at Central, State and local level. Since public units are organised as statutory corporations and as government companies, there is some sort of duality, according to Arvind K. Sharma. Besides tracing the evolution of what he calls corporate dualism in public

sector, he presents the characteristic features of the two types of companies, showing common as well as contrasting features and their implications. Sharma pleads for a policy change to capitalise on holding private equity along with 'active' non-official involvement in the management of government companies. —*Reproduced from the editorial.*

SHARMA, ARVIND K. (South Gujarat Univ., Surat). Inviting public equity in government companies: the state corporations revisited. *Lok Udyog*, 19 (4) July 85, 35-43.

The philosophy behind the recently developed concept of 'National Sector' is that the public sector enterprises should no longer remain a monopoly of the government, instead these should become transformed into national enterprises, in respect of which private sector, workers consumers and so forth should, through equity participation, earn an entitlement to, and discharge the obligations of co-owners and co-managers. The centralisation, bureaucratisation and exclusiveness, which presently characterise these enterprises should go and that these should acquire a genuine national character and orientation. Linked with this idea, a question crops up, as to which of the two state corporations—the statutory corporation or the government company is better suited to enable a realisation of these aims? This paper addresses itself to the limited task of undertaking an indepth analysis of contrasts which mark the two state corporations. Alongside, it undertakes a detailed examination of the implications that follow from each count of contrast. The discussion is build around some principal counts of contrast such as the method of creation, the pattern of ownership; the role of non-official directors; disinterestedness; and the range of the application. —*Reproduced.*

SHIVA RAMU, S. (Indian Institute of Management, Bangalore). Pseudo-

management of SPEs—perceptions of middle level executives. *ASCI Journal of Management*, 14 (2) Mar. 85, p. 187-211.

This study tries to ascertain from middle level executives of State Public Enterprises, their perception of the management process and practices prevalent in their organisations. It covers 23 enterprises. According to the study, in spite of the good intentions of the State Government, and keen desire to include sophisticated management philosophy in the public enterprises, the actual management process, as perceived by the executives, is not at all progressive. Legal form of corporation status is given and formalisation of processes are introduced, but they all lack rationalisation. The executives feel that their involvement is marginal and there is a lot of external pressure. Thus, the author comes to the conclusion that the actual management practices of SPEs is nothing but pseudo-management. —*Reproduced.*

SRINIVASAN, C.V. (Department of Personnel and Administrative Reforms, New Delhi). Some recent trends in the financing of public sector enterprises. *Lok Udyog*, 19 (3) June 85, p. 17-28.

Financing decision is an area which has not received the attention it deserves in public sector enterprises. Over the years 1974-75 to 1982-83, the share of equity in the financial structure of public enterprises has come down from 26.4% to 20.6% while that of the interest bearing funds has gone up from 30.3% to 33.6%. This, together with the increasing interest rates has hiked up the interest burden of the enterprises, adversely affecting their financial viability. This is in contrast with the private sector where the share of the costlier bank credit has been brought down in the financial structure. In many cases the stepping up of the debt component in the financial structure has been without taking into account the under-



taking's debt capacity. More realistic financial structures, preparations of financing plans forming integral parts of corporate plans, periodical review of financing plans and adoption of innovative modes of financing like secured debentures are some of the suggestions made for improving the financial position of public enterprises.—*Reproduced*

**SRIVASTAVA, MOHAN PRASAD.** (Ranchi Univ., Ranchi). Public undertaking—an important tool of socio-economic structure in India. *Lok Udyog*, 19 (2) May 85, p. 59-65.

Public sector undertakings occupy a commanding position in almost all the developing countries specially in India. No economic task of national importance can be fulfilled without state participation. After World War I the great depression state became the regulator of economic life. It is well known that in Socialist countries a large section of public property is state owned. Even in developed capitalist countries like USA, France and UK, etc., also it plays a perceptible role. In other words, public enterprises have become a worldwide phenomenon. It has expanded very rapidly during five year plans after adoption of Socialist Pattern of Society in India. But unfortunately the performance of these undertakings is not up to the mark and it is now a matter of great concern. Public sector undertakings must improve their efficiency, performance and profitability.—*Reproduced*.

**TRIVEDI, PRAJAPATI.** Evaluating the evaluators : performance of Bureau of Public Enterprises. *Economic and Political Weekly*, 20(35) 31 Aug. 85, p. M. 97-102.

This paper analyses the performance of the Bureau of Public Enterprises. It argues that the source of the ineffectiveness of BPE lies in its inability to measure the performance of public enterprises in a way that is both fair to the

managers and to the nation. The institutional set up of BPE too significantly contributes to its ineffectiveness. Finding the present system of performance evaluation used by BPE severely lacking, the paper suggests three axioms of public enterprise evaluation against which all future efforts of BPE should be judged.—*Reproduced*.

**VENKATSWAMY, G.** (Osmania Univ., Hyderabad). Environment of state government enterprises with special reference to Andhra Pradesh. *Institute of Public Enterprises Journal*, 8(1) Jan.-Mar. 85, p. 33-50.

The State Government Enterprises (SGEs) function and operate in an environment consisting of systems and sub-systems, both formal and informal. Failure to act, interact and adjust according to the prevailing environment may land the SGEs in difficulties and problems. Hence, to appreciate the relationship between the Government and SGEs, as is necessary to understand and conceptualise their environment. This is attempted in this paper.—*Reproduced*.

**VENKATSWAMY, G.** (Osmania Univ., Hyderabad). Executive succession and continuity of top executive in Andhra Pradesh state government enterprises. *Lok Udyog*, 19(2) May 85, p. 33-47.

Organisational stability and effectiveness of an enterprise depends on the stability of executives at top management level. This depends on successful planning adopted and programmed by the concerned Public Enterprise. To this aspect many PEs in this country have not paid adequate attention more particularly State Government Enterprises. Succession and continuity of top executives in SGEs is much discussed neither analysed systematically, nor conceptualised while examining the personnel policy and executive succession in SGEs, the problems of continuity of top execu-

tives, the benefits of longer tenure, the causes of instability, the effects, on the enterprise, etc., are discussed in this paper.

With the help of the comments and views obtained from a number of top and middle level executives of several state government enterprises of Andhra Pradesh, conclusions, have been arrived at with regard to the ills of the systems of deputationists short tenures of the top executives, and frequent changes, etc., leading to the instability of the organisations. Even though the problem is studied with special reference to A.P. State Government Enterprises, it should be an eye opener for other SGEs in the country. Unless a policy decision is taken by the respective State Governments in respect of continuity and succession, planning of top executives in SGEs the problems would perpetuate and much damage would be done to these enterprises.—*Reproduced.*

VENKATASWAMY, G. Management of state government enterprises in Andhra Pradesh. Institute of Public Enterprise Journal, 7(4) Oct.-Dec. 84, p. 57-63.

#### GOVERNMENT REGULATION OF BUSINESS

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*Contents :* Science, technology and values in an age of aging, by E.D. Pellegrino and J.T. Howell; Demographic challenges for socio-economic planning, by B.J. Soldo and K.G. Manton; Financing care for the aging, by J. Merrill and K. Smith; The virtues and vices of the elderly, by W.F. May; Medical care services for the elderly, by D.L. Rabin and M.A. Haske; Medical professiona,



needs for geriatric care, by J.C. Harvey. The role of the gerontological nurse in the care of the elderly, by A.R. Davis, N.R. Small and L.M. Andersen; Epilogue : confronting the age of aging, by B.J. Soldo, E.D. Pellegrino and J.T. Howell.

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This paper attempts to assess the performance of : (i) public sector in India in general; and (ii) hotel industry in particular.

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SILLINCE, JOHN A.A. National housing policy in Hungary, 1945-83. *Urban Analysis and Public Management*, 8(2) 85, p. 243-72.

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CHICKERMANE, S.M. (Directorate of Organisation and Management Services (Income Tax), New Delhi. Management in the Income-tax Department. *Management in Government*, 16(3) Oct.-Dec. 84, p. 326-33.

The scope, functions, responsibilities and workload of the Income-tax Department have been increasing as a result of the enactment of various Direct Tax laws. The Department has employed some of the important management techniques so that efficiency economy and productivity is maintained.

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### INDUSTRY, RURAL

**BASANTA KUMAR.** Some relevant issues regarding sick units in KVI (Khadi and Village Industry) sector. *Khadi Gramodyog*, 31(9) June 85, p. 380-5.

**LAKSHMIKANTHAN, V.** Manufacture of lime on cottage scale. *Khadi Gramodyog*, 31(11) Aug. 85, p. 461-74.

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INFORMATION SYSTEMS,  
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SARMA, M. SUBRAHMANYA and K. RAJESHWAR RAO. (Kakatiya Univ., Warangal). 'Management information system policy' in public enterprises (a case study of Rashtriya Chemicals and Fertilisers Ltd.). *Lok Udyog*, 19(2) May 85, p. 49-58.

There is criticism that Management Information System policy in public enterprises has not been effective enough from the point of view of decision making and control. A study of MIS in Rashtriya Chemicals and Fertilisers Ltd. revealed that classification of executives into top middle and lower levels in RCE was purely informal. The organisational arrangements made for MIS in RCF comprise a separate organisational unit called Management Services Department. It was observed that there was no clear-cut procedures for collecting, recording, storing and communicating the information to different managerial levels. However, of late the management of RCF has brought about some major changes in the information system such

as installation of new computer, extension of computer application to new areas like demand forecasting, etc. The accuracy and speed in the transmission of information have increased significantly after introducing these changes. With these changes information for materials management received greater attention in the total information system. Some behavioural problems associated with the information system in RCF also come to light in the study.—*Reproduced*.

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LEFF, NATHANIEL H. (Columbia Univ., New York). The use of policy-science tools in public-sector decision-making: social benefit-cost analysis in the World Bank. *Kyklos*, 38(8) 85, p. 60-76.

In recent decades, economists and other social scientists have allocated considerable research effort to developing tools to aid decision-makers in the public sector. By contrast, researchers have directed less effort to systematic study of the diffusion of the new techniques and their adoption in actual decision-making practice. Such studies may be useful, however, both to the policy scientists who develop prescriptive techniques and to the practitioners who are intended to use them. This paper focuses on the general topic of adoption and utilization by considering a specific example: the World Bank's use of social benefit-cost analysis for selecting investment projects in less developed countries. The experience in this case raises some broader questions concerning the relations between the policy sciences and decision-making in the public sector—*Reproduced*.

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KAVIA, Z.D. and B.K. JAMES. Studies on sprinkler irrigation in Arid Zone—saving of water and energy inputs. *Bhagirath*, 32(2) Apr. 85, p. 62-5.

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WEINER, RICHARD S. and J.J. HENDRICKS. Help during retrenchment. *Bureaucrat*, 14(2) Summer 85, p. 7-10.

#### JUSTICE, ADMINISTRATION OF

BAXI, UPENDRA. The horse and the rider: court, constitution, and civil servants. *Mainstream*, 24(Annual No.) Oct. 85, p. 59-63.

GUPTA, O.P. Supreme Court judgement and job security. *Mainstream*, 23(52) 24 Aug. 85, p. 31-3.

KRISHNA IYER, V.R. Dialectics of popular justice—some reflections. *Cochin University Law Review*, 8(3) Sept. 84, p. 293-312.

MATHUR, J.K. (District-judge, Muzaffer Nagar). Management of judicial system. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 363-72.

The judicial system that we inherited from the British served useful purpose during pre-independence period and

established certain norms and traditions. But after independence, the total scenario changed radically in the context of political and socio-economic change. In order to meet the aspirations of the people, while efforts were made to reform and remould other institutions, the judicial system has somehow been allowed to continue as such for many obvious constraints. It has developed several inadequacies and there is near unanimity that it causes delays, harassment, and lot of unnecessary expenditure, the total effects of which is that the system is proving to be beyond the reach of the common man. J.K. Mathur, in the light of his judicial experience and understanding of judicial processes, has chosen to write on the need to reform the system of judicial management and offers some suggestions in this regard. Being obviously a votary of modernisation, he favours adoption of modern management techniques not only to quicken the pace of justice but also to make it more forward looking and professional in its functioning. In order to prove functionality of his suggestions, he gives illustrations to show how various management techniques can be adopted to give better results. The monitoring and correctional design proposed by him for our judicial system does merit consideration of those concerned with improving system and preserving its fair image in the country.—*Reproduced from the editorial.*

#### JUVENILE DELINQUENCY

SUBRAMANYA, T.R. Juvenile delinquents and their treatment—a case study. *Cochin University Law Review*, 8(3) Sept. 84, p. 313-34.

#### LABOUR

BOSE, SANAT. Indian labour and its historiography in pre-independence period. *Social Scientist*, 13(4) Apr. 85, p. 3-10.

COLLIER P. and J.B. KNIGHT. Seniority payments, quiet rates and internal labour markets in Britain and Japan. *Oxford Bulletin of Economics and Statistics*, 47(1) Feb. 85, p. 19-32.

KLEINMAN, MARK. Labour and the home owners. *New Society*, 73(1167) 27 Sept. 85, p. 450-1.

NADVI, KHALID. Exploitation and labour theory of value : a critique of Roemer's general theory of exploitation and class. *Economic and Political Weekly*, 20(35) 31 Aug. 85, p. 1479-84.

PORTES, ALEJANDRO and LAUREN BENTON. Industrial development and labour absorption : a reinterpretation. *Population and Development Review*, 10(4) Dec. 84, p. 589-611.

#### LABOUR—LEGISLATION

MORGENSTERN, FELICE. The importance in practice, of conflicts of labour law. *International Labour Review*, 124(2) Mar.-Apr. 85, p. 119-31.

#### LABOUR RELATIONS

KHANDELWAL, ANIL K. A development approach to industrial relations. *Business India*, (193) 29 July 85, p. 94-9.

NAYAR, MEENAKSHI. Effectiveness of industrial relations system at the enterprise level. *Indian Journal of Industrial Relations*, 21(1) July 85, p. 1-15.

#### LABOUR UNIONS

ANJIAH, T. The role of trade unions in development. *Indian Worker*, 33(51) 16 Sept. 85, p. 17-18.

BHASKARA RAO, V. (Kakatiya Univ., Warangal). Trade union awareness and consciousness among public sector employees. *Institute of Public Enterprise Journal*, 8(2) Jan.-Mar. 85, p. 65-74.



The purpose of this article is to measure the degree of awareness and consciousness of trade unionism among the public sector employees. It focuses on the need for trade unions membership of the unions, activities of the unions, objectives of trade unions, ultimate aims of unions, rights of employees, trade union leadership, knowledge of labour legislation, methods of grievance redressal and workers participation in management.

**GHOSH, SOMNATH.** Workplace democracy in India: interface with trade unionism and organisational culture. *Indian Journal of Industrial Relations*, 21(1) July 85, p. 100-6.

**VAIDYANATHAN, N.** Trade unions' leap into twenty first century—challenges and tasks. *Indian Workers*, 33(51) 16 Sept. 85, p. 19-22.

#### LAND TENURE

**ADNAN, SHAPAN.** Classical and contemporary approaches to agrarian capitalism. *Economic and Political Weekly*, 20(30) 27 July 85, p. PE 53-64.

**BHANAWAT, RAJENDRA.** Land to landless: some aspects of allotment. *Prashasnik*, 13(2) Apr.-June 84, p. 65-8.

**SUMANI, SURESH.** Land reform measures: a review. *Kurukshetra*, 33(10) July 85, p. 4-7, 23.

**VISHWANATH, I.S.** Gujarat Kishan Sabha, 1936-56. *Economic and Political Weekly*, 20(28) 13 July 85, p. 1197-1200.

**WERTHEIM, W.F.** Rural impasse in Asia: with and without revolution (review article). *Journal of Peasants Studies*, 12(4) July 85, p. 99-100.

#### LAND TENURE—LEGISLATION

**JOSHI, NAVIN CHANDRA.** Revamping land reform measures. *Democratic World*, 14(29) 21 July 85, p. 12-14.

#### LAND USE

**HEALEY, PATSY.** Whatever happened to methodology in land use planning? *Ekistics*, 52(311) Mar.-Apr. 85, p. 131-5.

#### LAND USE, URBAN

**BENKO, G.B.** Regional science: evolution over thirty years. *International Social Science Journal*, 36(4) 84, p. 699-712.

**RIBEIRO, E.F.N. and VINAY D. LALL.** Urban land prices: policy issues and options. *Negarlok*, 17(1) Jan.-Mar. 85, p. 1-18.

**VAZIRI, MANOUCHEHR AND TENNY N. LAM.** The dynamics of land-use/transportation interaction and their planning implications. *Socio-Economic Planning Sciences*, 19(2) 85, p. 87-94.

#### LEADERSHIP

**MISUMI, JYUJI and MARK F. PETERSON.** Performance-maintenance (PM) theory of leadership: review of a Japanese research programme. *Administrative Science Quarterly*, 30(2) June 85, p. 198-223.

#### LEGAL PROFESSION

**JAYARAM, N.** Legal profession: colonial legacy and class nature. *Mainstream*, 24(Annual No.) Oct. 85, p. 64-8.

**NAYAK, RAJENDRA KUMAR.** Training lawyers for countryside in the developing countries. *Journal of the Indian Law Institute*, 27(1) Jan.-Mar. 85, p. 61-100.

#### LEGISLATIVE COMMITTEES

**SCHNELLKNECHT, HELMUT.** The system of Parliamentary committees. *Constitutional and Parliamentary Information*, 34(139-40) 3rd and 4th Quarter 84, p. 91-158.

## LEGISLATIVE CONTROL OF ADMINISTRATION

RICE, MITCHELL F. and others. Sunset review and state administrators. *Bureaucrat*, 14(2) Summer 85, p. 11-16.

## LEGISLATORS—SALARIES

COURTOT, MARILYN. Methods of deciding the emoluments of members of parliament. *Constitutional and Parliamentary Information*, 35(142) 2nd Quarter 85, p. 27-94.

## LEGISLATURES

JACK, MALCOLM. Parliament's role as a check on government. *Parliamentary Affairs*, 38(3) Summer 85, p. 296-306.

## LOCAL GOVERNMENT

BARTHWAL, C.P. (Univ. of Garhwal, Srinagar). Reorganised British local government: an appraisal after a decade. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 340-62.

Local government has its place of pride in the democratic system of the United Kingdom. Since its inadequacies started surfacing rather prominently after the fifties, detailed attention was paid to reform it in 1974. C.P. Barthwal, in his informative, analytical and well-documented article, deals comprehensively with the picture that existed in England before 1974 (besides describing the structure, he also narrates all that was done in the field of reform regarding local government institutions), how the local government institutions were reorganised after coming into effect in 1974 of the Local Government Act, 1972 and also the plus and minus points of the reorganisation. Barthwal presents an analysis of the political factors which weighed against implementation of the most pertinent findings of the Redcliffe-Maud Royal Commission, which wanted most of England to be

divided into unitary (single-tier) authorities on the lines of existing country boroughs, and why the Conservative Government ultimately opted for a two-tier system throughout England. —*Reproduced from the editorial.*

BEEVER, COLIN. Local government—time for a change. *Local Government Chronicle*, (6168) 30 Aug. 85, p. 984-5.

BROOKS, RODNEY G. (City of Westminster, London). Priorities for UK city government. *Cities*, 2(2) May 85, p. 111-19.

The last decade has been a period of change unprecedented in the UK local government and the result is that UK city management has become destabilized. The author has suggested a new approach in the matters of municipal finance, structure of local government and management so that the city management may be restructured with a view to effectively coping with the myriads of problems facing local bodies.

FANNIN, WILLIAM R. and DON C. MOORE. Preparing for city management careers: what's important? *American Review of Public Administration*, 17(2-3) Summer/Fall 83, p. 79-90.

HYATT, PETER. Local government—the challenge. *Management Services*, 29(9) Sept. 85, p. 8-12.

IGLESIAS, GABRIEL U. (Univ. of the Philippines, Manila). Strengthening local government capability: the case of the Provincial Development Assistance Project. *Philippine Journal of Public Administration*, 27(4) Oct. 85, p. 451-84.

The Provincial Development Assistance Project (PDAP) as a development strategy was examined to identify the problems and issues relative to strengthening the capability of local governments to plan and managed development

programmes and projects. Focusing on the PDAP experience in Pangasinan, the projects implementation was analyzed in terms of: (1) improving organizational and management processes; (2) developing a group of competent managerial and technical personnel; (3) increasing financial resources and improving the allocation process; and (4) increasing engineering/infrastructure capability. Factors were identified which influence the implementation of PDAP, namely: (1) the political leadership; the technical/administrative leadership; and (3) the presence of a technically qualified full-time staff.—*Reproduced*.

LENOIR, RENE. Local authorities: agents for development. *Quarterly Journal of Local Self-Government Institute*, 56(2) Apr.-June 85, p. 132-4.

#### LOCAL TAXATION

NAGESWARA RAO, M. Municipal taxation in Karnataka: a review. *Nagarlok*, 17(1) Jan.-Mar. 85, p. 63-74.

#### LOCAL TRANSPORTATION

EVANS, JAMES R. and others. Planning and analysis of a ridesharing evaluation study. *Socio-Economic Planning Sciences*, 19(1) 85, p. 41-9.

MUKHOPADHYAY, AMARTYA. Politics of urban transportation in Calcutta: story of the nationalisation of the Calcutta Tramways Company (CTC), 1951-76. *Nagarlok*, 17(1) Jan.-Mar. 85, p. 46-62.

NAGARAJA, V. Energy aspects of urban transport. *Journal of Transport Management*, 9 (5) May 85, p. 13-18.

PATANKAR, P.G. Productivity improvements in passenger road transport services in metropolitan areas. *Journal of Transport Management*, 9 (6) June 85, p. 13-28.

PFEIFFER, DAVID. Public attitudes towards an auto-free zone in a metropoli-

tan area—Boston. *International Journal of Public Administration*, 7 (1) Mar. 85, p. 51-66.

RINKS, DAN B. and FREDRICK C. SCHERR. A process model of fare decision making for integrated transit systems. *Socio-Economic Planning Sciences*, 19 (2) 85, p. 109-16.

#### MAHARASHTRA STATE FINANCIAL CORPORATION

UPASANI, S.P. MSFC (Maharashtra State Financial Corporation) as a development catalyst. *Economic and Political Weekly*, 20 (34) 24 Aug. 85, p. AS 33-5.

#### MANAGEMENT

ANAND RAM, V. Management styles in banking. *Productivity*, 26 (1) Apr.-June 85, p. 19-28.

BHATNAGAR, DEEPTI. Enhancing managerial power. *Productivity*, 26 (1) Apr.-June 85, p. 5-12.

BHATTACHARYA, A.C. Management control—theory and operation. *Lok Udyog*, 19 (4) July 85, p. 3-7.

CHAUDHRI, SHEKHAR. Managing socio-political environment—a task for top management. *Indian Management*, 24 (8) Aug. 85, p. 11-18.

DELAMOTTE, YVES. Managerial and supervisory staff in a changing world. *International Labour Review*, 124 (1) Jan.-Feb. 85, p. 1-16.

DWIVEDI, R.S. Trust levels and production. *Productivity*, 26 (1) Apr.-June 85, p. 45-54.

GANGULI, SIDDHARTH. Leadership crisis in Indian management. *Indian Management*, 24 (9) Sept. 85, p. 3-9.

LA FORCE, J. CLAYBURN and REBECCA J. NOVELI. Reconciling

management research and practice. *California Management Review*, 27 (3) Spring 85, p. 74-81.

MODWEL, SUMAN KUMAR. Collaboration and hidden agendas in MBO (Management by Objectives). *Administrator*, 29 (1 & 2) Jan.-Mar. and Apr.-June 84, p. 35-44.

NANGIA, Y.L. (National Building Construction Corporation Limited, New Delhi). Management and control in registered societies (with reference to Societies Registration Act, 1860). *Indian Journal of Public Administration*, 31 (1) Jan.-Mar. 85, p. 181-6.

Nangia has pointed out the inadequacies of the Registered Societies Act of 1860 and has suggested various measures to improve this Act so that voluntary activity in different fields of our society and economy is to be encouraged on right and appropriate lines.—*Reproduced from the editorial.*

SCHWAB, PAUL and ALICE WALLIS. RIF (reductions-in-force) management one organization's experience. *Bureaucrat*, 14 (2) Summer 85, p. 17-21.

SCOTT, WILLIAM G. Organizational revolution: an end to managerial orthodoxy. *Administration and Society*, 17 (2) Aug. 85, p. 149-70.

SHUKLA, MATA BADAL. Management of divisional development enterprises in Uttar Pradesh. *Lok Udyog*, 19 (4) July 85, p. 17-21.

SKELLEY, B. DOUGLAS. Critical reactions to the Japanese management model: a public sector perspective. *International Journal of Public Administration*, 7 (2) June 85, p. 179-206.

STEWART, J. Schemes that reward management and men. *Management Services*, 29 (9) Sept. 85, p. 20-1.

TELEM, MOSHE. The process organizational structure. *Journal of Management Studies*, 22 (1) Jan. 85, p. 38-52.

ZAMMUTO, RAYMOND F. Managing decline: lessons from the US auto industry. *Administration and Society*, 17 (1) May 85, p. 71-95.

## MANAGEMENT—STUDY AND TEACHING

GREEN, THAD B., JAY T. KNIPPEN and JOYCE P. VINCELETTE. The practice of management: knowledge vs. skills. *Training and Development Journal*, 39 (7) July 85, p. 56-8.

HARI DAS. How relevant is our management education? *Business India*, (196) 9 Sept. 85, p. 85-9.

VIRMANI, B.R. and PREMILA SETH. Management training and development: an evaluation approach. *ASCI Journal of Management*, 14 (2) Mar. 85, p. 222-8.

## MANPOWER

ALAM, MONEER. A structural approach to projecting the occupational profile: some results with Indian data. *Socio-Economic Planning Sciences*, 19 (2) 85, p. 81-6.

SINHA, V.C. Strategy for human resource development in India. *Khadi Gramodyog*, 31 (7) Apr. 85, p. 287-99.

## MANPOWER POLICY

KHANIJO, M.K. Manpower planning in the energy sector in India. *Manpower Journal*, 28 (4) Jan.-Mar. 83, p. 1-22.

## MARKETING

GEORGE, M.V. Changing marketing structures/marketing policies. *Indian Journal of Agricultural Economics*, 39 (4) Oct.-Dec. 84, p. 586-9.

GHOSH, S.R. Footwear usage: rural-urban manifestations. *Indian Management*, 24 (9) Sept. 85, p. 29-37.

HAKANSSON, NILS H., AVRAHAM BEJA and JIVENDRA KALE. On the feasibility of automated market making by a programmed specialist. *Journal of Finance*, 40 (1) Mar. 85, p. 1-20.

HO, THOMAS S.Y., ROBERT A. SCHWARTZ and DAVID K. WHITCOME. The trading decision and market clearing under transaction price uncertainty. *Journal of Finance*, 40 (1) Mar. 85, p. 21-42.

### MARRIAGE AND DIVORCE

HYDER, SAKINA. Maintenance of divorce: some question. *Mainstream*, 23 (52) 24 Aug. 85, p. 26-9.

### MARXISM

MORENO, JONATHAN D. and R. SCOTT FREY. Dewey's critique of Marxism. *Sociological Quarterly*, 26 (1) Apr. 85, p. 21-34.

MURPHY, KAREN E. Macro versus micro remedies for alienation in the workplace. *International Journal of Public Administration*, 7 (1) Mar. 85, p. 83-105.

ROEMER, JOHN E. 'Rational choice' Marxism: some issues of method and substance. *Economic and Political Weekly*, 20 (34) 24 Aug. 85, p. 1439-42.

### MASS MEDIA

GORE, M.S. National goals and mass media. *Mainstream*, 24 (Annual No.) Oct. 85, p. 43-9.

KAUFMAN, GERALD. Politicians and the media. *Parliamentary Affairs*, 38 (3) Summer 85, p. 319-27.

LYNCH, FREDERICK R. Affirmative action, the media and the public.

*American Behavioural Scientist*, 28 (6) July-Aug. 85, p. 807-27.

VARDARAJAN, SUJATA. The international dimension of imbalances. *Vidura*, 22 (2) Apr. 85, p. 93-5.

### MIGRATORY LABOUR

BARIK, BISHNU C. Industrial development and migrant labour: a case study of textile workers in Surat. *Mainstream*, 24 (1) 7 Sept. 85, p. 25-7.

### MILK INDUSTRY AND TRADE

SURENDAR SINGH and KAMALJIT SINGH. Import of donated commodities, export of feed, and new technology of milk production. *Economic and Political Weekly*, 20 (29) 20 July 85, p. 1227-35.

### MOHAMMEDANS IN INDIA

SAXENA, N.C. Public employment and educational backwardness among Muslims in India. *Administrator*, 29 (1 & 2) Jan.-Mar. and Apr.-June 84, p. 55-92.

### MONETARY POLICY

PANDIT, V. and K. SUNDARAM. Black money and effectiveness of monetary policy. *Economic and Political Weekly*, 20 (34) 24 Aug. 85, p. 1451-3.

SORENSEN, PETER BIRCH. Countercyclical *versus* passive monetary policy in a medium-run macro model. *Scandinavian Journal of Economics*, 86 (4) 84, p. 452-67.

### MONEY

ARUN KUMAR. Sizing up the black economy: some issues raised by the NIPFP (National Institute of Public Finance and Policy) methodology. *Economic and Political Weekly*, 20 (35) 31 Aug. 85, p. 1485-8.

BHOGILAL, PRATAP. Self-regulation



by Chambers of Commerce. Commerce, 151 (3872) 10 Aug. 85, p. 253-4.

DAGLI, VADILAL. Government as a source of black money. Commerce, 151 (3872) 10 Aug. 85, p. 250-2.

DUTTA, BHABATOSH. Black money fallacies. Mainstream, 23 (48) 27 July 85, p. 7-8, 29.

MODY, R.J. and B.C. THAKER. An analysis of money supply in India. Anvesak, 14 (1) June 84, p. 17-24.

SANDESARA J.C. Report on black money. Economic and Political Weekly, 20 (34) 24 Aug. 85, p. 1433-7.

VISWANATHAN, K.P. Black money—bone of Indian economy. Democratic World, 14 (35) 1 Sept. 85, p. 8-10.

#### MONOPOLIES—LEGISLATION

CHALAPATI RAO, K.S. Inter-connections under MRTP Act in the context of asset limit hike. Economic and Political Weekly, 20 (27) 6 July 85, p. 1132-46.

#### MORTGAGES

DUNN, KENNETH B. and CHESTER S. SPATT. An analysis of mortgage contracting: prepayment penalties and the due-on-sale clause. Journal of Finance, 40 (1) Mar. 85, p. 293-308.

#### MOTIVATION

BERMAN, FREDERIC E. and JOHN B. MINER. Motivation to manage at the top executive level: a test of the hierachic role—motivation theory. Personnel Psychology, 38 (2) Summer 85, p. 377-91.

JAQUES, PETER. Whatever happened to motivation? Management Services, 29 (7) July 85, p. 12-14.

ROMZEK, BARBARA S. The effects of public service recognition, job security and staff reductions on organizational

involvement. Public Administration Review, 45 (2) Mar.-Apr. 85, p. 282-91.

SRIVASTAVA, A.K. Motivation and perception of organisational climate. Productivity, 26 (1) Apr.-June 85, p. 55-8.

#### MOTOR TRANSPORTATION

JOHANSSON, T. Lower fuel costs and improved environment with new city buses. Journal of Transport Management 9 (5) May 85, p. 21-6.

MURTHY, S.S. Cash management in the Andhra Pradesh State Road Transport Corporation. Institute of Public Enterprise Journal, 7 (4) Oct.-Dec. 84, p. 65-74.

PILANIA, GYAN PRAKASH. Success story of Rajasthan SRTC (State Road Transport Corporation). Journal of Transport Management, 9 (6) June 85, p. 5-11.

#### MOTOR TRANSPORTATION—FARES

BHATIA, A.K. Strategy for revision of bus fares with particular reference to city services. Journal of Transport Management, 9 (7) July 85, p. 17-26.

#### MOTOR VEHICLE INDUSTRY AND TRADE

HAMAGUCHI, T. Prospects for self-reliance and indigenisation in automobile industry: case of Maruti-Suzuki project. Economic and Political Weekly, 20 (35) 31 Aug. 85, p. M115-22.

#### MUNICIPAL BONDS

BLAND, ROBERT L. The interest cost savings from experience in the municipal bond market. Public Administration Review, 45 (1) Jan.-Feb. 85, p. 233-8.

#### MUNICIPAL EXPENDITURES

BRECHER, CHARLES and RAYMOND D. HORTON. Retrenchment and recovery: American cities and the New



York experience. *Public Administration Review*, 45 (2) Mar.-Apr. 85, p. 267-74.

### MUNICIPAL FINANCE

GUHA, A. The state of finance in the Calcutta Municipal Corporation. *Calcutta Municipal Gazette*, 102 (3) 8 June 85, p. 58-64.

RAJ BALA. (HCM Rajasthan State Institute of Public Administration, Jaipur). A comparative study of municipal finance in a relatively developed state (Punjab) and an underdeveloped state (Rajasthan) of India. *Quarterly Journal of the Local Self-Government Institute*, 56 (2) Apr.-June 85, p. 124-31.

The author traces the history of municipal government in Punjab and Rajasthan and proceeds to prove how the revenue of municipalities in Punjab went on increasing while Rajasthan lagged behind, per capita income in Punjab also showing a remarkable upward trend. It is a comparative study of prudent tapping of financial resources in one and the lack of it in the other.—*Reproduced*.

RAJ BALA. Spatial patterns of municipal finance in Punjab state. *Prashasika*, 13 (1) Jan.-Mar. 85, p. 17-26.

RUBIN, IRENE S. Structural theories and urban fiscal stress. *Urban Affairs Quarterly*, 20 (4) June 85, p. 469-86.

### MUNICIPAL GOVERNMENT

BHARGAVA, B.S. and K. SUBHA (Institute for Social and Economic Change, Bangalore). Municipal corporations in Karnataka : a study of Bangalore Municipal Corporation. *Quarterly Journal of the Local Self-Government Institute*, 56 (2) Apr.-June 85, p. 110-19.

This is an indepth study of Municipal Corporations in Karnataka. The authors have stressed the need to re-vamp the entire administrative structure of Municipal Corporations in Karnataka so as to

give them a progressive outlook with due representation to women and attention to their welfare. Politicization of municipal administration is detrimental to civic affairs, the authors assert.—*Reproduced*.

HERTING, JERALD R. and AVERY M. GWEST. Components of satisfaction with local areas in the metropolis. *Sociological Quarterly*, 26 (1) Apr. 85, p. 98-116.

### MUNICIPAL GOVERNMENT

KEMP, ROGER L. (City of Placentia, California). The council-manager form of government in the United States. *Quarterly Journal of the Local Self-Government Institute*, 56 (2) Apr.-June 85, p. 77-83.

The council-manager plan has been called one of America's unique contribution to political theory. Fifty years after its inception one out of four Americans lives in a city governed by this form of municipal government. This article discusses the different forms of municipal government the salient features of Council-Manager Plan and the role of the mayor, elected council and the appointed administrator.—*Reproduced*.

SINGH, HOSHIAR. (Univ. of Rajasthan, Jaipur). Municipal government and administration: need for reforms and re-structuring. *Quarterly Journal of the Local Self-Government Institute*, 56 (2) Apr.-June 85, p. 107-9.

The author has suggested a new approach to state government-municipal relations so that the municipal administration may be restructured with a view to effectively coping with the myriads of problems facing large urban centres.

SMITH, ANN CROWLEY and DELBERT A. TAEBEL. (Univ. of Texas at Arlington). Administrative innovation in municipal government. *International*

Journal of Public Administration, 7 (2)  
June 85, p. 149-77.

The purpose of this study is to identify those factors which account for administrative innovation in municipal government bureaucracies. Two dimensions of administrative innovation are examined: management and technology. Management innovation refers to procedures and methods by which policies are implemented. Technology innovation refers to the adoption of new physical products or processes. Multiple indicators of specific innovative practices are used to create a management scale and a technology scale and the two scales are then combined to create a composite administration innovation scale. In order to explain the dimensions of innovation the study employs a model comprised of three sets of independent variables: community variables, political system variables, and bureaucratic variables. Multiple regression analysis is used to examine the relationship between each set of independent variables and the dimensions of innovation. A second stage of analysis combines the three sets of explanatory variables into a single equation for each type of innovation. The results indicate that the three sets of variables are of significant power in explaining innovation, although as one moves from community variables to political variables to bureaucratic variables there is a decline in the amount of variation explained. Some variables are more important for certain types of innovation than for others, but population size, community growth rate, and electoral competition cut across the various types of innovation.—*Reproduced.*

SVARA, JAMES H. (Univ. of North Carolina at Greensboro). Dichotomy and duality: reconceptualizing the relationship between policy and administration in council-manager cities. *Public Administration Review*, 45 (1) Jan.-Feb. 85, p. 221-2.

Understanding the relations between elected and administrative officials in council-manager cities is hampered by inadequate models for assigning responsibility for governmental functions. Practitioners tend to view their roles in terms of the traditional model based on dichotomy of policy and administration and though aware of exceptions, are uncomfortable with them. Scholars, on the other hand, having rejected this model, see extensive overlap and have difficulty recognizing limits of the policy making role of the manager. This paper draws on field observations in the five cities in North Carolina with population of more than 10,000 and a review of the literature to consider a number of 'existing' models of the policy-administration relationship and to propose a new formulation that is empirically sound and responsive to practitioners concern for normative guides to behaviour. The proposed model is based on a separation of responsibility for the definition of mission by elected officials and the management of programmes by administrative staff. Policy and administration—which fall between mission and management—are viewed as the shared responsibility of elected officials and staff, with each having a legitimate role in both functions. Implications of the model for administrative ethics, council roles, and future research are explored.—*Reproduced.*

#### MUNICIPAL OFFICIALS

LAFFIN, MARTIN and KEN YOUNG. (Policy Studies Institute, London). The changing roles and responsibilities of local authority chief officers. *Public Administrator*, 63 (1) Spring 85, p. 41-59.

This article argues that recent political change in Britain has brought about a crisis of adjustment for local government chief officers in their relationship with the elected members. Key aspects of this political change are the break-up of

the postwar political consensus and the passing of the earlier period of growth. As the ideological distance between the two main parties has widened and the end of growth has intensified conflicts, the professional stance of neutrality towards partisan politics has become more difficult to sustain. So for chief officers the crisis of adjustment has taken the form of a search for new ways of working with the politicians as the earlier relatively harmonious relationship has passed into history.

Against this background of increased politicization, the impact of current changes on the three aspects of the chief officer role is examined: professional adviser, as departmental manager, and as a 'bureaucratic politician'. Finally, some of the changes that have been proposed to ease this crisis for chief officers are discussed—*Reproduced*.

MCGOWAN, ROBERT P. and JOHN M. STEVENS. Coping with change: urban issues and management strategies. *International Journal of Public Administration*, 7 (1) Mar. 85, p. 67-81.

MOITRA, M.K. Role of an administrator as a city manager. *Administrator*, 29 (1-2) Jan.-Mar. and Apr.-June 84, p. 39-44.

The present paper is an attempt to throw some light on the "Role of an administrator as a city manager". At present the number of urban areas in a district is bound to increase and bring with problems of urban administration. Since independence various city planning agencies came into being and these are manned by their own set of technical experts. The city manager is expected to work as the vital link between the core authority and a number of city planning agencies.

#### MUNICIPAL TAXATION— LEGISLATION

SHARMA, M.P. Graduated scale of

taxes—slab system under DMC Act. *Tax-Net*, 2 (7) July 85, p. 336-57.

#### NEWSPAPERS

BEHERA, SUNIL KANTA. Newspaper economics and management. *Vidura* 22 (2) Apr. 85, p. 90-3.

GOPALAN, C. National nutrition policy—objectives and strategies. *Indian International Centre Quarterly*, 12 (2) June 85, p. 153-68,

MILLMAN, SARA. Breastfeeding and infant mortality: untangling the complex web of causality. *Sociological Quarterly*, 26 (1) Apr. 85, p. 65-79.

VAIDYANATHAN, A. Food consumption and size of people: some Indian evidence. *Economic and Political Weekly*, 20 (30) 27 July 85, p. PE. 79-84.

WHEELER, ERICA. To feed or to educate: labelling in targeted nutrition interventions. *Development and Change*, 16 (3) July 85, p. 475-83.

#### OPERATIONS RESEARCH

KATHAWALA, YUNUS. Operations research in developing countries—suggestions for successful implementation. *Indian Management*, 24 (8) Aug. 85, p. 20-6.

#### ORDINANCES

VISWAM, S. Untenable poll ordinance. *Mainstream*, 24 (3) 21 Sept. 85, p. 7, 10.

#### ORGANISATION

BELL, ROBERT. Professional values and organizational decision making. *Administration and Society*, 17 (1) May 85, p. 21-60.

COVINGTON, CARY R. Development of organizational memory in Presidential agencies. *Administration and Society*, 17 (2) Aug. 85, p. 171-96.

FAIRHOLM, GILLBERT W. Power tactics on the job. *Personnel*, 62 (5) May 85, p. 45-50.

FROST, TAGGART F. The sick organization: neurotic, psychotic, sociopathic. *Personnel*, 62 (5) May 85, p. 40-4; 62 (6) June 85, p. 44-9.

KAMEL-MOGHRABI (King Saud Univ., Riyadh). Advacracy: a new approach to organisation theory. *Indian Journal of Public Administration*, 31 (2) Apr.-June 85, p. 213-24.

The present article opens with a discussion of what the author calls "a new approach to organisation theory". Radical changes in social and individual values, after industrial Revolution, point out an inverse relationship between technological advancement and the basic societal values which affect individual or group behaviour according to the author. Man—with varying traits—being most vulnerable, this inverse relationship got manifested rather powerfully in organisations, causing serious complications in goal attainment. Hence, Kamel-Moghrabi has chosen to analyse this phenomenon to develop his thesis for remodelling societal organisations on the foundations of the 'basic values'.

Since identification of acceptable variables of basic values cannot be helped without referring to a known code of ethics, the author lists twenty variables for this purpose, drawing freely from the moral codes specified in Holy Scriptures of Christianity and Islam. Then, in his effort to take away the organisation from what Alberto C. Ramos calls 'Market-place tendency', the author lays down three objectives for the new organisation structure as follows: (1) preservation of the principles exogenous to natural law, (2) provision of flexible (*i.e.*, less formal and more adaptable) structure, and (3) maintenance of basic values as guiding force of all organisational endeavours.

Such structured organisation, which he terms as 'advacracy organisation', is based on irrefutable code of basic values, which he feels can take care of the inadequacies of the existing models of organisation.—*Reproduced from the editorial.*

KRANTZ, JAMES. Group process under conditions of organizational decline. *Journal of Applied Behavioural Science*, 21 (1) Feb. 85, p. 1-17.

MINTZBERG, HENRY. The organization as political arena. *Journal of Management Studies*, 22 (2) Mar. 85, p. 133-54.

NORTHROP, ALANA and JAMES L. PERRY. A task environment approach to organizational assessment. *Public Administration Review*, 45 (2) Mar.-Apr. 85, p. 275-81.

O'NEAL, MICHAEL A. Managerial skills and values—for today and tomorrow. *Personnel*, 62 (7) July 85, p. 49-55.

PANDEY, B.P. Sarvodaya through organisations. *Khadi Gramodyog*, 31 (7) Apr. 85, p. 303-8.

SAUTER, VICKI L. A preliminary framework for studying mergers of public organizations. *Socio-Economic Planning Sciences*, 19 (2) 85, p. 137-44.

SLIGO, F.X. Source of information for knowledge workers in the public and private sectors. *Public Sector*, 8.(1-2) June 85, p. 9-13.

SMITH, RUSSELL W. Resource programming in large organizations. *Bureaucrat*, 14 (2) Summer 85, p. 49-53.

STONE, MARTIN J. Five ways to determine office space. *Management Services*, 29 (5) May 85, p. 16-18.

#### ORGANISATIONAL CHANGE

ASTLEY, W. GRAHAM. The two ecologies: population and community perspectives on organizational evolution.



Administrative Science Quarterly, 30 (2) June 85, p. 224-41.

HOOD, CHRISTOPHER, MEG HUBY and ANDREW DUNSIRE. Scale economies and iron laws: mergers and demergers in Whitehall 1971-1984. Public Administration, (U.K.), 63 (1) Spring 85, p. 61-78.

MOORE, MAGGIE and PAUL GERGEN. Risk taking and organization change. Training and Development Journal, 39 (6) June 85, p. 72-6.

SPECIAL issue on "organisation development and research in India". Abhigyan, 3 (1) Spring 85, p. 1-134.

*Contents:* Organization development in India: emerging concerns and priorities, by B.L. Maheshwari; Developments in organisation development in India, by Keith C.D'Souza and D.M. Pestonjee; Trends and issues in organizational behaviour: a subjective perspective, by Jai B.P. Sinha; Management of quantum jump: whose organization development is it anyway?, by K.G. Virmani and V. Kanchan; Dialogue with Yeti tools for insights: EUT, by N.K. Singh; The PI (Pioneering—Innovating) motive: a base for development, by Pradip N. Khandwalla; Changing culture of an organisation, by Pritty Gandhi; World-synthesis approach to organization development, by Ram S. Hamsagar; Organisation development at ONGC (Oil and Natural Gas Commission): a case study by Y. P. Kedia; Creativity and organisation development, by Preeti Singh; Employees participation for group problem solving: the case of a public sector oil refinery by Prayag Mehta.

#### PEASANT UPRISINGS

GUPTA, RANAJIT DAS. Peasants, workers and freedom struggle—Jalpaiguri, 1945-47. Economic and Political Weekly, 20 (30) 27 July 85, p. PE 42-52.

#### PERSONNEL

CLAY, M.J. Too old at forty?—an exploration of 'functional age'. Management Services, 29 (6) June 85, p. 8-10.

COMRIE, SANDRA M. Training: teach employees to approach retirement as a new career. Personnel Journal, 64 (8) Aug, 85, p. 106-8.

EDWARDS, MARK R. and J. RUTH SPROULL. Making performance appraisals perform: the use of team evaluation. Personnel, 62 (3) Mar. 85, p. 28-32.

FRAGO, PIO P. (Univ. of the Philippines, Manila). Personnel management in the University of the Philippines. Philippine Journal of Public Administration, 27 (3) July 83, p. 232-50.

Structures and processes involved in managing the human resource of the University (i.e., faculty, research, extension and professional staff; and administrative staff) such as recruitment and selection, appointment, promotion, tenure, compensation and benefits, are described to show the complexity of administering the University. With the creation of the Human Resource Development Office (HRDO), the personnel operations of the University and society as a whole. Still, problems are foreseen because the continuing growth and expansion of the University, and solutions of these are recommended.—*Reproduced.*

JENKINS, MICHAEL L. and GAYLE LLOYD. How corporate philosophy and strategy shape the use of HR (Human Resources) information systems. Personnel, 62 (5) May 85, p. 28-38.

MUIR, JOHN. Managing change. Management Services, 29 (7) July 85, p. 16-18.

MUTHAYYA, B.C. Certain behavioural aspects of personnel of Integrated

Rural Development Programme. Administrator, 30 (2) Apr.-June 85, p. 157-64.

SOLOMON, BARBARA ANNE. A change to 'flexible': no easy task. Personnel, 62 (5) May 85, p. 10-12.

SPECIAL IPMAAC (International Personnel Management Association Assessment Council) issue—assessment techniques and challenges. Public Personnel Management, 13(4) Winter 84, p. 361-520.

*Contents:* Personnel testing and the search for alternatives, by Bruce W. Davey; Should personnel selection tests be used on a pass-fail, grouping, or ranking basis, by Charles F. Sproule; Systems for linking job tasks to personnel requirements, by Edwin A. Fleishman; Saving millions through judicious selection of employees, by Charles B. Schultz; Employment testing for handicapped persons, by Mary Anne Nester; Assessment centres in the public sector: a practical approach, by Dennis A. Joiner; Computer applications to personnel (releasing the Genie—harnessing the dragon), by Theodore S. Darany; Graphic assessing: a structural approach to improving the management training process, by Dee W. Henderson; Work group reactions to new members: tool or trap in making selection decisions, by James W. Fairfield-Sonn; A bridge collapse and personnel selection, by James P. Springer; Putting 'human', into human resource management, by Clyde J. Lindley; Futurism and futurists in personnel, by Thelma Hunt.

STEINBERG HARVEY. Where law and personnel practice collide: the at-will employment cross road. Personnel, 62 (6) June 85, p. 37-43.

#### PERSONNEL—EMPLOYEE ASSOCIATIONS

KANHERE, USHA. Democracy in a white-collar union: a note. ASCI Journal

of Management, 14 (2) Mar. 85, p. 212-21.

LANE, CHRISTEL. White-collar workers in the labour process: the case of the Federal Republic of Germany. Sociological Review, 33 (2) May 85, p. 298-326.

#### PERSONNEL—EMPLOYEE FACILITIES AND ACTIVITIES

OAKESHOTT, ROBERT. The beginnings of an employee owned sector. Lloyds Bank Review, (155) Jan. 85, p. 32-44.

#### PERSONNEL—EMPLOYEE RELATIONS

MISHRA J.M. Managing problem employees. Indian Management, 24 (9) Sept. 85, p. 10-19.

#### PERSONNEL—LAY OFF

KEMP, ROGER L. Retrenchment management: coping with feuer tax dollars. Prashasnika, 13 (1) Jan.-Mar. 85, p. 1-8.

#### PERSONNEL—SERVICE RATING

BURCHETT, SHELLEY R. and KENNETH P. DE MEUSE. Performance appraisal and law. Personnel, 62 (7) July 85, p. 29-37.

GAERTNER, KAREN N. and GREGORY H. GAERTNER. Performance—contingent pay for federal managers. Administration and Society, 17 (1) May 85, p. 7-20.

NANDAKUMAR, P. Towards effective performance appraisal system. Indian Journal of Social Work, 46 (1) Apr. 85, p. 119-23.

WOODS, JAMES G. and THERESA DILLION. The performance review approach to improving productivity. Personnel, 62 (3) Mar. 85, p. 20-7.



## PERSONNEL, PUBLIC

BOSHAFF, T.R. Employment in the public service: a time of change? SAIPA, Journal of Public Administration, 20 (2) June 85, p. 80-91.

SYLVIA, RONALD. Merit reform as an instrument of executive power. American Review of Public Administration, 17 (2-3) Summer/Fall 83, p. 115-20.

This essay took the position that political executives can and should take an active role in the management of public programmes, especially at the state level. This essay has sought to illustrate the ways in which personnel policies can be used as a managerial control system. Personnel authority can be used to upgrade the public service generally, or to impose economy measures on agencies or as an instrument for securing bureaucratic compliance with administration policies. Unfortunately this authority also could be utilized for partisan political purposes, although partisan excesses doubtlessly would bring about legislative opposition. In the final analysis, the potential of personnel policy as a managerial control system is dependent upon the ability and will of political executives of exercise their personnel authority.—*Reproduced.*

## PERSONNEL, PUBLIC—PAY PLANS

ANDIAPPAN, P., *et. al.* (Univ. of Windsor, Ontario). Public policy and equal pay; a comparative study of equal pay laws in Canada, USA and UK International Review of Administrative Sciences, 51 (1) 85, p. 24-32.

The focus of this article is to investigate the legislative remedies aimed at eliminating pay discrimination in Canada, the USA and the UK and to evaluate the extent to which these remedies are effective in reducing it.

## PERSONNEL, PUBLIC—SERVICE RATING

SARASWATHY RAO, Y. and M.

SURYA KALADHAR. Performance appraisal in Praga tools. Institute of Public Enterprise Journal, 7 (4) Oct.-Dec. 84, p. 75-8.

## POLICE

NAJMI, MOHAMMAD. Police and the public: a two way traffic. Social Welfare, 32 (5) Aug. 85, p. 30-1.

SINGHVI, G.C. (National Police Academy, Hyderabad). Police training: three innovations. Indian Journal of Public Administration, 31 (2) Apr.-June 85, p. 295-307.

Social tensions, which get heightened with the stepping up of development effort, only underlined the importance of law and order. This, is a new emphasis to the need for innovations in training of police personnel for efficient discharge of challenging tasks of policing. In his article, G.C. Singhvi, spells out some proposals in this regard. Two of his proposals pertain to institutionalised and non-institutionalised training. He also suggests the desirability of the creation of an independent organisational set-up to look after police training at Central and state levels.

Singhvi suggests pre-entry professional education courses for police personnel and favours a Master's Degree Coarse in Police Management with a syllabus covering all aspects of police functioning. Regarding non-institutionalised training, he suggests orientation to rules, procedures and processes through job rotation and exposures in seminars, group discussion, etc. The author voices for an independent Director-General Police Training as he feels that without removing training institutions from the control of Police Chiefs, due justice cannot be done to training at the Central and the state levels. He also favours offering of incentives to make training more attractive and effective.—*Reproduced from the editorial.*

TORRES, DONALD A. The federal enforcement hiring process in the United States. *Police Journal*, 58 (3) July-Sept '85, p. 243-51.

#### POLICE—COMMUNITY RELATIONS

SHARMA, K.K. (D.A.V. College, Chandigarh). Citizen-police relationship: an empirical exploration. *Indian Journal of Public Administration*, 31 (1) Jan.-Mar. 85, p. 150-63.

K.K. Sharma examines citizen-police relationship on the basis of empirical data collected from 12 districts of a state in India's north-west region. He has selected randomly 25 policemen and an equal number of citizens from each district (total sample of 300 in each category) for administering a questionnaire. The issues he probed from respondents in both the categories, *i.e.*, citizens and policemen, of the sample related to image (in the eyes of citizens as well as policemen themselves) of the police, their attitude towards people and *vice versa* (the latter on a seven point scale), evaluation of their job performance, fear of police, and police-community contact. This also included probings to ascertain the reasons of policemen's behaviour as well as their approach to people's complaints and grievances. Sharma concludes by making a few suggestions which he thinks would be necessary to improve the relationship. —*Reproduced from the editorial.*

WORKMAN, KIM. Community policing in NZ (New Zealand) an agent for organisational change? *Public Sector*, 8 (1-2) June 85, p. 43-5.

#### POLICE COMMUNICATIONS

KULKARNI, R.S. Communication in the police organisation. *Social Welfare*, 32 (4) July 85, p. 17-19, 27.

#### POLITICAL DEVELOPMENT

DE GUZMAN, RAUL P. The evolution of Filipino political institutions: prospects

for normalization. *Philippine Journal of Public Administration*. 26(3 & 4) July-Oct. 82, p. 205-18.

#### POLITICAL PARTICIPATION

GOODELL, GRACE. The importance of political participation for sustained capitalist development. *European Journal of Society*, 26 (1) 85, p. 93-127.

#### POLITICAL PARTIES

BRADY, DAVID and BARBARA SINCLAIR. Building majorities for policy changes in the House of Representatives. *Journal of Politics*, 46 (4) Nov. 84, p. 1033-60.

JANDA, KENNETH and DESMOND S. KING. Formalizing and testing Duverger's theories on political parties. *Comparative Political Studies*, 18 (2) July 85, p. 139-69.

SIEGEL, FRED. 'Republicanizing' the democrats: Thomas B. Edsall's brilliant study of political trends. *Dissent*, (3) Summer 85, p. 299-304.

#### POLITICAL SCIENCE

HABERMAS, JURGEN. A philosophico-political profile. *New Left Review*, (151) May-June 85, p. 75-105.

MENNINGER, DAVID. Political science and the corporation. *PS*, 18 (2) Spring 85, p. 206-12.

POWER, JOHN. Nigel Balchin and the politics of soundness. *Public Administration*, (UK), 63 (1) Spring 83, p. 79-90.

SCHWARTZ, JOEL D. Participation and multi-subjective understanding: an interpretivist approach to the study of political participation. *Journal of Politics*, 46 (4) Nov. 84, p. 1117-41.

SIMON, HERBERT A. Human nature in politics: the dialogue of psychology with political science. *American Poli-*

tical Science Review, 79 (2) June 85, p. 293-304.

YOUNG, R.A., PHILIPPE FAUCHER and ANDRE BLAIS. The concept of province-building: a critique. Canadian Journal of Political Science, 17(4) Dec. 84, p. 783-818.

### POPULATION

DHARIA, MOHAN. Reducing population growth to zero by A.D. 2000. Yojana, 29(16) 1 Sept. 85, p. 10-13.

FINKLE, JASON L. and BARBARA B. CRANE. Ideology and politics at Mexico city: the United States at the 1984 International Conference on Population. Population and Development Review, 11(1) Mar. 85, p. 1-28.

KELLEY, ALLEN C. and JEFFREY G. WILLIAMSON. Population growth, industrial revolutions, and urban transition. Population and Development Review, 10(3) Sept. 84, p. 419-41.

NAG, MONI and NEERAJ KAK. Demographic transition in a Punjab village. Population and Development Review, 10(4) Dec. 84, p. 661-78.

RUTTAN, VERNON W. Perspectives on population and development. Indian Journal of Agricultural Economics, 39(4) Oct.-Dec. 84, p. 630-8.

ZIEGLER, JOSEPH A. and C. LARRY TOMPKINS. Demographic change and implications for planning economic strategy. Socio-Economic Planning Sciences, 19(3) 85, p. 179-87.

### PORTS

KILLOY, AVID H., KLAUS A. SCHOELLNER and PETER W. EDIALE. Port planning: a case study of the new federal ocean terminal near Port Harcourt, Nigeria, reviews approaches to port planning and design. National Development Asia, 26(1) Jan.-Feb. 85, p. 42-5.

### POVERTY

DANIEL, PHILIP, REGINALD H. GREEN and MICHAEL LIPTON. A strategy for the rural poor. Journal of Development Planning, (15) 85, p. 113-36.

DOGRA, BHARAT. Hunger during the lean season. Administrator, 29(1&2) Jan.-Mar. and Apr.-June 84, p. 1-6.

GANESAN, A. Rural poverty in Tamil Nadu. Social Welfare, 32(5) Aug. 85, p. 7, 10.

GUNASEKARAN, S. Urban poverty in Tamil Nadu. Social Welfare, 32(5) Aug. 85, p. 8-C-III.

HOOJA, BHUPENDRA. Some facets of our poverty scene and India's plan efforts. Administrator, 30(1) Jan.-Mar. 85, p. 59-72.

HOTA, N.R. Management of anti-poverty programmes. Management in Government, 16(3) Oct.-Dec. 84, p. 334-7.

KAHLON, A.S. Rural poverty and land reform. Administrator, 30(1) Jan.-Mar. 85, p. 1-32.

KUMAR, INDRA SEN. Removal of poverty: the case of Bihar. Kurukshetra, 33(10) July 85; p. 17-23.

KUTTYKRISHNAN, A.C. A poverty profile for rural Kerala. Journal of Rural Development, 4(4) July 85, p. 554-64.

MEHTA, KANTI. Challenge of poverty. Indian Worker, 33(51) 16 Sept. 85, p. 9-11.

PANIGRAHI, CHINTAMANI. Sharpening the struggle against poverty. Mainstream, 24(Annual No.) Oct. 85, p. 35-9.

PATEL, A.R. War on urban poverty: need for innovation banking. Social Welfare, 32(4) July 85, p. 14-15.

PRASAD, PRADHAN H. Poverty

alleviation: policy options. *Mainstream*, 24(2) 14 Sept. 85, p. 13-14.

REDDAPPA, M. Socio-economic structure and poverty: a village study. *Monthly Public Opinion Surveys*, 30(5,6) Feb.-Mar. 85, p. 11-23.

SARATH, S. 'Garibi Hatao': elements of a strategy. *Economic and Political Weekly*, 20(33) 17 Aug. 85, p. 1406-8.

SATYA PAUL. Wealth inequality in Punjab: occupationwise analysis. *Anvesak*, 14(1) June 84, p. 1-15.

SPECIAL number on anti-poverty programmes, 1984-85. *Public Administrator* Sept. 84, p. xi-xv, 1-63.

*Contents:* How can administration in Maharashtra be people-oriented: an interview with Shri B.G. Deshmukh, Chief Secretary to government, by Vinayak Chitrao; Anti-Poverty programmes—a critique, by S.S. Tinaikar; Employment generation programmes, by Y.S. Bhavé; Integrated Rural Development Programme (IRDP), by S.N. Jatar; Anti-poverty programmes: salient points, by V.S. Page; Anti-poverty programmes: role of the centre and the states, by M.R. Kolhatkar; Role of institutional finance in anti-poverty programmes, by NABARD; Institutional finance in anti-poverty programme, by R.A. Sugavanam; Pani panchayat—an anti-poverty programme, by V.B. Salunke; Anti-poverty programme in tribal area, by V. Ranganathan.

THAKUR, D.S. A survey of literature on rural poverty in India. *Margin*, 17(3) Apr. 85, p. 32-49.

#### POWER (SOCIAL SCIENCES)

KNIGHTS, DAVID and HUGH WILL-MOTT. Power and identity in theory and practice. *Sociological Review*, 33(1) Feb. 85, p. 22-46.

#### PRESIDENTS

SIGELMAN, LEE and KATHLEEN KNIGHT. Expectation/disillusion and Presidential popularity: the Reagan experience. *Public Opinion Quarterly*, 49(2) Summer 85, p. 209-13.

#### PRESS

DESAI, M.V. Press, power and responsibility. *Mainstream* 23(46) 13 July 85, p. 29-30.

MANKEKAR, D.R. Government and the press. *Mainstream*, 24(2) 14 Sept. 85, p. 11-13.

MANKEKAR, D.R. Press and terrorism: persistent dilemma. *Mainstream*, 24(3) 21 Sept. 85, p. 8-10.

#### PRESSURE GROUPS

FRANKE, JAMES L. and DOUGLAS DOBSON. Interest groups: the problems of representation. *Western Political Quarterly*, 38(2) June 85, p. 224-37.

SCHLOZMAN, KAY LEHMAN. What accent the heavenly chorus? political equality and the American pressure system. *Journal of Politics*, 46(4) Nov. 84, p. 1006-32.

#### PRICE INDEXES

SHARMA, J.N. Consumer price index numbers—utilisation of fair prices. *Indian Labour Journal*, 26(3) Mar. 85, p. 299-304.

#### PRICE POLICY

DEBROY, B. Theory of pricing in socialist countries. *Economic and Political Weekly*, 20(35) 31 Aug. 85, p. 1489-90.

#### PRICES

SHARMA, G.K. Prices—the ever-escalating spiral. *Democratic World*, 14(36) 8 Sept. 85, p. 9-10, 17.

## PRISONS

RUTHERFORD, ANDREW. The new generation of prisons. *New Society*, 73(1186) 20 Sept. 85, p. 408-10.

VIBHUTE, K.I. Open prison at Paithan—a case study. *Cochin University Law Review*, 8(3) Sept. 84, p. 367-80.

## PROBLEM SOLVING

BASADUR, MIN and CARL T. FINK-BENER. Measuring preference for ideation in creative problem-solving training. *Journal of Applied Behavioral Science*, 21(1) Feb. 85, p. 37-49.

CHAPMAN, C.B. and others. Problem-solving methodology design on the run. *Journal of the Operational Research Society*, 36(9) Sept. 85, p. 769-78.

## PROFESSIONS

MANANDHAR, RAMESH. Against professionalism. *Seminar*, (312) Aug. 85, p. 40-5.

## PROHIBITION

PATHAK, SHEKHAR. Intoxication as a social evil : Anti-Alcohol Movement in Uttarakhand. *Economic and Political Weekly*, 20(32) 10 Aug. 85, p. 1360-5.

## PROJECT MANAGEMENT

DORAISWAMY, P.K. This implementation game. *Yojana*, 29(17) 16 Sept. 85, p. 6-8.

MATHEWS, MARK D. Interfaces and implementation of an automated project management network planning system. *Journal of Systems Management*, 36(5) May 85, p. 34-40.

## PROPERTY—ASSESSED VALUES

SCHAEFFER, PETER V. and T. JOHN KIM. Empirical analysis of the impact of a landlord-tenant ordinance on property values. *Socio-Economic Planning Sciences*, 19(1) 85, p. 21-6.

## PROPERTY TAXES

SHARMA, S.P. Why pay wealth tax on property now. *Tax-Net*, 2(7) July 85, p. 309-12.

## PUBLIC ADMINISTRATION

ADAMOLEKUN, LAPIDO. (Univ. of Ife, Nigeria). Relationship between political and career officials in U.S. federal government: an outsider's viewpoint. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 225-38.

In view of the crucial importance of politics-administration interface in the smooth functioning of administrative system, particularly in a democracy like USA. Lapidó Adamolekun examines empirically the relationship between political and career officials in the US Federal Government. Being an outsider, he lays claim to gain obvious advantages in getting closer to the reality with objectivity in his probe.

Adamolekun analyses responses of 30 political appointees and career officials in Washington during a period of 8/9 months in 1982 and 1983. He uses two sets of questionnaire for generating primary data for this purpose, focusing on the roles of the two in the policy process. He has worked out interesting questionnaire for both political appointees and career officials. He also gathered information on the profiles of the two sets of officials by including questions on self-image as well as mutual role perception.

Major findings emerging from Adamolekun's study are that the quality of career officials as well as their understanding of national interest is very high and that their self-image is politically neutral.—*Reproduced from the editorial.*

AGARWAL, U.C. Role of public administration in national integration.



Management in Government, 16(3) Oct.-Dec. 84, p. 298-306.

AHMED, SYED GIASUDDIN. (Univ. of Dhaka, Dhaka.). Framework of personnel administration in Bangladesh. Indian Journal of Public Administration, 31(1) Jan.-Mar. 85, p. 42-68.

Syed Giasuddin Ahmed writes on the personnel administration of Bangladesh, to complete the picture as far as the eastern part of former Pakistan is concerned. The preceding article will provide the context even for Bangladesh in terms of history. But Ahmed's concern is primarily limited to the basic framework, focusing on roles of president, ministers and legislature in personnel management, and the degree of decentralisation in personnel management. He elaborates on roles played by important agencies like Cabinet, Ministry of Finance, Ministry of Law, and Establishment Division in Bangladesh's personnel management. The constitutional and legal basis of the broad administrative framework has been analysed.—*Reproduced from the editorial.*

ANKOMAH, KOFI. (Swaziland Institute of Management and Public Administration, Mbabane). African culture and social structures and development of effective public administration and management system. Indian Journal of Public Administration, 31(2) Apr.-June 85, p. 394-413.

Ankomah discusses culture and social structures which get reflected in authority and decision-making structure, effects of colonial culture on existing social structures, and the changes that followed after independence in Africa in this regard. He then discusses briefly the development of effective public administration and management systems as reflected through the process of effective resource allocation and effected interpersonal relations. He concludes that

harmony cannot be attained without 'Africanisation' of cultures and social structures in Africa.—*Reproduced from editorial.*

DAWAKINS, J.S. Reforms in the Canberra system of public administration. Australian Journal of Public Administration, 44(1) Mar. 85, p. 59-72.

The 1984 Sir Robert Garran Oration Royal Australian Institute of Public Administration National Conference, Perth, November, 1984.

DOERR, AUDREY, Research workshop in Canadian public administration, 27(4) Winter 84, p. 642-59.

DWIVEDI, O.P. (Univ. of Guelph Ontario, Canada). Ethics and values of public responsibility and accountability. International Review of Administrative Sciences, 51 (1) 85, p. 61-6.

This article arises the question of the use of power and authority by those who govern in the name of pursuing societal goals and objectives and states that before we extract accountability from public servants, politicians conduct must be morally correct. A moral and ethical government is possible only when the public, the elected representatives and public servants are willing to behave responsibly.

This paper was prepared for presentation at the senior officers seminar in public service ethics and management accountability organized by the Administrative College of Papua New Guinea, February 1984.

FRY, GEOFFREY K. Government and public administration in 1984. Parliamentary Affairs, 38(3) Summer 85, p. 282-95.

HALL, JAY and SUSAN M. DONNELL. The quiet crisis in government. Bureaucrat, 14(2) Summer 85, p. 39-44.



LUNGU, GATIAN F. (Univ. of Zambia at Lusaka). Parliamentary oversight in Zambian public administration: a critical assessment. *SAIPA, Journal of Public Administration*, 20(2) June 85, p. 55-62.

This article has briefly reviewed the nature of parliamentary oversight in Zambian public administration and the author feels that this oversight should not be done away with. There is an urgent need to create a committee on administrative appointments and discipline to review presidential nominees for Cabinet posts and for high administrative posts before the appointments are confirmed. It is believed that this step would strengthen Parliament's role in public administration.

MCSWAIN, CYNTHIA J. *Administrators and citizenship: the liberalist legacy of the constitution. Administration and Society*, 17(2) Aug. 85, p. 131-48.

MICHELMANN, HANS J. and JEFFREY S. STEEVES. The 1982 transition in power in Saskatchewan: the progressive conservatives and the public service. *Canadian Public Administration*, 28(1) Spring 85, p. 1-23.

OCAMPO, ROMEO B. (Univ. of the Philippines, Manila). Towards a review of research and knowledge in Philippine public administration, *Philippine Journal of Public Administration* 26(3-4) July-Oct. 82, p. 219-27.

A review of what has been attempted to be known and what has been known about Philippine public administration can be put in a framework of thirty years of research, worthwhile questions, and preliminary hypotheses. At the College of Public Administration, public policy and programme administration have provided a link between live and staff subject matters, and between the forces on governmental administration and the concern with national development

problems and processes. Worthwhile questions on Philippine public administration range from the policy-prescription type to administrative-oriented prescriptive category. Seven 'hypotheses' or initial guesses about the thrusts of public administration research in the Philippines and tentative assessments of its accomplishments provide a comprehensive summary of the state of the 'science'.—*Reproduced.*

PALMER, GEOFFREY. The problems of becoming government. *Public Sector*, 8(1-2) June 85, p. 27-8.

PILAR, NESTOR N. (Univ. of Philippines, Manila). The relevance of the New PA in Philippine public administration. *Philippine Journal of Public Administration*, 26(3-4) July-Oct. 82, p. 228-34.

The relevance of the New Public Administration may be assessed at two levels, the conceptual and the technical. Conceptually, New PA appears to be compatible with the development goals and aspirations of the country. Rather than promote only efficiency, economy and effectiveness, New PA seeks to change administrative structures and processes to advance also relevance, social equity and client welfare. At the technical level, many of the administrative methods, tools and techniques in current use find their roots in New PA. The search for alternative to bureaucracy, e.g., the IAD approach analytic tools like cost benefit analysis, and sensitizing techniques like OD comprise a response of administrative technology to the demand of the day—producing an administrator who is managerially effective, committed and sensitive to others' needs.—*Reproduced.*

PLANT, JEREMY F. and RICHARD J. STILLMAN (George Mason Univ. Fairfax, Virginia). The DPA: perspectives on its past and present. Inter-

national Journal of Public Administration, 7(2) June 85, p. 207-39.

This essay examines the origins, development and current issues involving US doctoral education in public administration by focusing particularly upon the DPA degree—the first doctorate offered in the field. The article argues that the growth of the DPA coincided with the rapidly expanding needs for professionals in government and the growth of American higher education in the postwar era. As a result, early DPA education contained a significant 'professionalizing component' in its course work and dissertation research. The sharp public reactions against government professionals and professionalism in the late 1970s and 1980s combined with a new scientific research emphasis for doctoral education stressed by NASPAA's Comprehensive Schools Section, October 20, 1981, called into question the older professional assumptions upon which the DPA was created as a degree programme. These trends now raise fundamental intellectual issues regarding its future and serve to fragment the once cohesive programmatic orientation of PA doctoral education today.—*Reproduced*.

ROSE, RICHARD. Meta-policies for mega-government. *Public Interest*, (75) Spring 84, p. 99-110.

SATYA DEVA. (Punjab Univ. Chandigarh). Effectiveness and efficiency in public administration: a theoretical framework. *Economic and Political weekly*, 20(35) 31 Aug. 85, p. M 94-6.

Western theorising about effectiveness and efficiency has reached an impasse; also, it is hardly relevant to underdeveloped countries.

The legacy of colonialism consists of emphasis on the maintenance of law and order, neglect of people's languages, weak local administration, acceptance of

Westernisation with all its faults, and higher status and salaries of the loyal generalists who control and discipline specialists and the populace.

Monopoly capitalism and the building of the nation state lead to centralisation (unity and integrity), unbalanced growth and preference to loyalty over merit. The conflict and balancing of land-owning and capital-owning sections of the bourgeoisie lead to autonomisation of the state and rule by the bureaucracy unchecked by a legislature (as in contemporary Punjab).

The acceptance of the domination of international monopoly capital by the ruling class in its own narrow interest leads to dependency, and hinders the growth of science and technology. All these factors together lead to increasing pauperisation, and ineffectiveness of the programmes of poverty removal.—*Reproduced*.

SCARMAN, LORD. The shifting state : public administration in a time of change. *Public Administration*, (UK), 63(1) Spring 85, p. 1-5.

SCHWELLA, ERWIN. (Univ. of Stellenbosch). Public administration or public management—another perspective or, why not public administration and public management. *SAIPA, Journal of Public Administration*, 20(1) Mar. 85, p. 39-48.

In this article, first the author tries to show the terms 'management' used in South African academic literature and are still being used in international literature on public administration; secondly, an attempt to summarize the main arguments used in attempts in South Africa to avoid the use of these terms in the literature on public administration and to evaluate these arguments; thirdly, the author presents some arguments to illustrate the need for the use of these terms in the academic literature on public administration, and fourthly, proposes a model

within which provision is made for the use of these terms as well as the term 'public administration.'—*Reproduced.*

SINGH, JAIDEEP and RAMESH K. TIWARI. (IIPA, New Delhi). Case writing in public administration with reference to antipoverty programmes. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 414-23.

Singh and Tiwari take a comprehensive view of the problems of case writing in India and emphasise the need to maintain high quality.

STILLMAN, RICHARD J., II. The romantic vision in American administrative theory: retrospectives and prospectives. *International Journal of Public Administration*, 7(2) June 85, p. 107-48.

WOLF, JAMES F. (Virginia Polytechnic Institute and State Univ.). Public management careers—understanding and options. *American Review of Public Administration*, 17(2-3) Summer/Fall 83, p. 91-101.

This article attempts to describe public management career models and through the idea of career clusters, to explore the meaning of these clusters to five public managers. From this conceptual tool and its practical applications to administrators, some option-widening implicators can be drawn for public managers and their organizations.

#### PUBLIC ADMINISTRATION—STUDY AND TEACHING

DUNN, DELMER D., (Univ. of Georgia) FRANK K. GIBSON (Univ. of Central Florida) and JOSEPH W. WHORTON, Jr., (Univ. of Georgia). University commitment to public service for state and local governments. *Public Administrative Review*, 45(4) July-Aug. 85, p. 503-9.

This study reports results of a survey

of university presidents concerning their priorities among programmes of continuing education, applied research, and technical assistance or consulting to assist state and local public officials. It also reports how their priorities for those programmes compare with their support of more traditional university programmes and of university services for other groups, including business and professional, agricultural, general public, and labour. Comparisons of priorities are made between land grant and non-land grant universities. The study also examines whether universities with such programmes are likely to continue and expand them and whether universities without such programmes are likely to invite them.—*Reproduced.*

DURANT, ROBERT F. (Univ. of Georgia) and WILLIAM A. TAGGART. (New Mexico State Univ.). Mid-career students in MPA (Master of Public Administration) programs: implications for pre-service student education. *Public Administration Review*, 45(2) Mar.-Apr. 85, p. 301-8.

Despite the influx of mid-career students into MPA programmes, there has been little systematic attention paid to their impact on the educational experience of pre-service students. The conventional albeit untested, wisdom suggests that the experience mid-careerists bring from the 'real world' to MPA programmes is beneficial to the pre-service student, striking a balance against the more theoretical public management perspectives offered by academics. This seeks to refine our largely impressionistic understanding of the mid-careerist impact from the perspective of pre-service students. Queried are pre-service perceptions of the classroom, extra class, and professional socialization contributions of mid-career students. The findings indicated that mid-careerist contributions tended to be less positive, and more uneven, than typically assumed. While

reinforcing and heightening the value of the literature and providing a valued view of public employment, mid-careerists were perceived by significant numbers of pre-service students as having a chilling effect on the classroom participation of some students. It also appears that mid-careerists had a less significant effect on pre-service career socialization than is typically assumed.—*Reproduced.*

#### PUBLIC DISTRIBUTION SYSTEM

SIVASANKAR, P.R. and K. SESHIAH. Consumer cooperatives to public distribution system. *Khadi Gramodyog*, 31(9) June 85, p. 390-2.

#### PUBLIC GOODS

ALLISON, SCOTT T., DAVID M. MESSICK and CHARLES D. SAMUELSON. Effects of soliciting opinions on contributions to a public good. *Journal of Applied Social Psychology*, 15(3) 85, p. 301-6.

SANTERRE, REXFORD E. Spatial differences in the demands for local public goods. *Land Economics*, 61(2) May 85, p. 119-28.

#### PUBLIC POLICY

BROOKS, JOEL E. Democratic frustration in the Anglo-American politics : a qualification of inconsistency between mass public opinion and public policy. *Western Political Quarterly*, 38(2) June 85, p. 250-61.

CLOETE, J.J.N. and S.X. HANEKOM. Promoting objectivity and rationality in public policy-making : selected aspects briefly stated. *SAIPA, Journal of Public Administration*, 20(2) June 85, p. 92-8.

Public policy-making is not merely a question of identifying needs and expectations and performing routine functions to arrive at a Policy statement. Public policy-making involves adequate knowledge of the public policy in the

comprehensive field of activities known as public administration, the identification and the roles of the participant involved in policy-making and policy analysis, the role of values, and the necessity for the continuous analysis of public policies. If these basic points are taken into account in making public policy it will contribute towards the rationalisation of policy-making and possibly obtaining of policies which will keep on meeting the challenges of contemporary society.—*Reproduced.*

JAIN, R.B. (Univ. of Delhi). Electronics policy and Indian Parliament. *Indian Journal of Public Administration*, 31(2) Apr.-June 85, p. 239-74.

Analysis of formulation and evaluation of policy-making in any area is exceedingly difficult. This is all the more so in field of science. The intricacies of the subject and the lack of detailed information, as regards policy inputs add to the complexity of the only problem. R.B. Jain has taken up one aspect of scientific policy in the country, viz., the electronics. The analytical survey that he makes not only helps to inform the reader but also raises questions and stimulates thinking on the subject. Jain's article makes a distinctive contribution to the area largely unknown to the common citizen as, conceptually, electronics will primarily determine his way of life in times to come.

This paper was presented in the IPSA, Panel on "Legislatures and Economic Policy" at the XIIIth World Congress of the International Political Science Association held on July 15-20, 1985. *Reproduced from the editorial.*

MCKAY, DAVID. Theory and practice in public policy : the case of the new federalism. *Political Studies*, 33(2) June 85, p. 181-202.

MINHAS, S.B. Leadership, bureaucracy, public policy and social change. Main-



stream, 24(Annual No.) Oct. 85, p. 22-3, 115-20.

MORGAN, DAVID R. and J. EDWIN BENTON. Intergovernmental relations and public policy : a symposium. Policy Studies Journal, 13(3) Mar. 85, p. 563-7.

PUGH, CEDRIC. Public policy, welfare and the Singaporean economy. Annals of Public and Cooperative Economy, 54(4) Oct.-Dec. 84, p. 433-55.

SENGUPTA, ABHIJIT (Ministry of Home Affairs, New Delhi). Two contrasting Western academic attitudes to planning and policy-making in the Third World. Indian Journal of Public Administration, 31(2) Apr.-June 85, p. 321-30.

Planning and policy-making, being essential tools for modernisation, are of primary importance to nations in the Third World. While these are universally accepted, problems arise when these methodologies are operationalised in these countries because of multiple problems caused by their social and economic backwardness. Therefore, in the hasty pursuit of modernisation, what follows more often is mere 'Westernisation', which further complicates matters. Abhijit Sengupta, in his article, compares and contrasts two internationally well-known theoretical approaches in the field of planning and policy-making. One of the two schools of theorists, led by Donald Rothchild and Robert L. Curry Jr. takes a sympathetic view, while the other, led by Naomy Caiden and Aaron Wildavsky, takes critical but patronising view. The author, in his bid to take the discussion beyond the level of mere theoretical debate, also attempts to relate the two approaches to conditions in India.

—Reproduced from the editorial.

SEXTON, THOMAS R. Queues for gasoline : reality, perception and public

policy. Urban Analysis and Public Management, 8(2) 85, p. 147-73.

WOOD, GEOFF. The politics of development policy labelling. Development and Change, 16(3) July 85, p. 347-73.

WOOD, ROBERT S. Education for leadership. Bureaucrat, 14(2) Summer 85, p. 45-6.

## PUBLIC WELFARE

GOODIN, ROBERT E. Erring on the side of kindness in social welfare policy. Policy Sciences, 18(2) Sept. 85, p. 141-56.

## PURCHASING

WILLIAMS, ROGER and REBECCA SMELLIE. Public purchasing : an administrative cinderella. Public Administration, (UK), 63(1) Spring 85, p. 23-39.

## QUALITY CONTROL

SINGH, B.N. Consumer protection through standardisation. Mainstream, 23(50) 10 Aug. 85, p. 33-4.

## RAILWAYS

PARANJPE, NALINI. (Univ. of Poona, Ganeshkhid, Pune). Planning for welfare in the Indian railways. Indian Journal of Public Administration, 31(1) Jan.-Mar. 85, p. 171-80.

Nalini Paranjape, in her article, discusses the system of planning welfare activities for staff in India's largest departmental form of enterprise, viz., the railways. The administration of welfare activity for government servants and the functionaries in public sector if of utmost significance for higher motivations and better performance.—Reproduced from the editorial.

## REAL PROPERTY—TAXATION

CHANDRA PAL. Status of sole copar-

centers in tax assessment—judicial trends. *Cochin University Law Review*, 8(3) Sept. 84, p. 381-92.

### REGIONAL PLANNING

GHOSH, A. The political economy of development strategy and tribal demography. *Capital*, 195(4815) 30 Sept. 85, p. 49-52.

KOPARDEKAR, H.D. National, state, regional and settlement level planning: need for an integrated and rational approach. *Quarterly Journal of Local Self-Government Institute*, 56(2) Apr.-June 85, p. 84-9.

LONERGAN, S.C. Characterizing sub-optimal solutions in regional planning policy. *Socio-Economic Planning Sciences*, 19(3) 85, p. 167-77.

SPECIAL issue on Third Conference of the Israeli Regional Science Group. *Socio-Economic Planning Sciences*, 18(6) 84, p. 367-431.

*Contents*: From consensus to fragmentation: the dynamics of paradigm change in Israel, by Hubert Law—Yone and Rachel Wilkansky; Rank-size rule for rural settlements, by M. Sonis and D. Grossman; Integrated evaluation: a synthesis of approaches to the evaluation of broad-aim social programmes, by Rachelle Alterman, Naomi Carnion and Moshe Hill; Planning is an uncertain environment: stochastic goal programming using the versatility criterion, by Elia Werczberger; Demographic transition among the Negev Beduin in Israel and its planning implications, by Avinoam Meir; Spatial strategies of the 'Haredi' population in Jerusalem, by Yosseph Shilhav; Market vs. social valuation of re-development projects in an urban setting, by Gideon Fishelson and David Pines; Housing satisfaction and intention to move: their explanatory variables, by Yona Ginsberg and Arza Churchman.

THANGAMUTHU, C. and S. PALANI-

VEL. Industrialising backward areas, a myth? *Yojana*, 29(12) 1 July 85, p. 30-2.

### RENT—REGULATION

NAVARRO, PETER. Rent control in Cambridge, Mass. *Public Interest*, (78) Winter 85, p. 83-100.

### RESERVATIONS

MEHTA, DHAWAL. Anti-reservation agitation in Gujarat. *Radical Humanist*, 49(4) July 85, p. 25-31.

### RESOURCES PLANNING

MERNON, P.A. Planning for resource utilization: a political administrative perspective. *Public Sector*, 8(1/2) June 85, p. 29-33.

### RIOTS

SAXENA, N.C. Nature and origin of communal riots in India. *Administrator*, 30(2) Apr.-June 85, p. 205-24.

### RIOTS—LEGISLATION

KETTLE, MARTIN. Re-reading the riot act. *New Society*, 72(1168) 16 May 85, p. 228-9.

### ROADS

MOZDZER, HENRY. Road building: new developments, greater efficiency. *National Development Asia*, 26(1) Jan.-Feb. 85, p. 34-40.

SARIN, K.K. Our road development—destination 2001. *Journal of Transport Management*, 9(7) July 85, p. 31-2.

### ROBOTS

ELKES, STEVE. Robots in the assembly process. *Management Services*, 29(5) May 85, p. 8-10.

KIYOSHI, MORI. Update from the land of robots. *Japan Quarterly*, 32(2) Apr.-June 85, p. 129-34.



**STREEDMAN, IAN.** Robots and capitalism : a clarification. *New Left Review*, (151) May-June 85, p. 125-8.

### RURAL DEVELOPMENT

**BALAKRISHNA, S.** Monitoring of IRDP. *Journal of Rural Development*, 4(3) May 85, p. 361-76.

**CASEY—STAHMER, ANNA and DOUGLAS GOLDSCHMIDT.** Satellite spreading skills for rural development. *Development*, (1) 85, p. 61-3.

**FEBBRO, EDUARDO.** Rural development : a common sense approach. *University News*, 23(34) 8 Sept. 85, p. 2, 5.

**HOOJA, BHUPENDRA.** Evaluation of IRDP in Rajasthan—some comments. *Administrator*, 30(2) Apr.-June 85, p. 145-56.

**HOOJA, RAKESH.** India's credit based anti poverty programme—some issues regarding IRDP. *Administrator*, 30(1) Jan.-Mar. 85, p. 91-108.

**JHA, JANARDAN.** Decentralised energy for rural development. *Capital*, 195(4814) 16 Sept. 85, p. 37-8.

**KIRTHISINGHE, BUDDHADASA P.** Integrated development of 87 villages in Moneragala district : Shri Lanka Jatika Saravodaya Movement. *Modern Review*, 147(7, 8) July-Aug. 83, p. 205-13.

**MAHAJAN, V.S.** (Punjab Univ. Chandigarh). Rural development strategy. *Khadi Gramodyog*, 31(9) June 85, p. 386-9.

For achieving a steady growth in rural sector what is needed at the moment is 'an objective, a new strategy'. Above all a thorough overhaul of the existing infrastructural facilities and establishing a new ones wherever the need is felt with a practical approach is a must as other-

wise the programme itself is likely to crumble like a pack of cards. —*Reproduced.*

**NAGESHA, K.C.** Place of cooperation in rural development is Karnataka. *Khadi Gramodyog*, 31(5) Feb. 85, p. 225-8.

**NAGESWARA RAO, S.B. and J.V. PRABHAKARA RAO.** Development of villages for National progress. *Kurukshetra*, 33(10) July 85, p. 36-8.

**NIL RATAN.** Quest for an appropriate approach for rural development. *Administrator*, 30(2) Apr.-June 85, p. 139-44.

**PANDEY, V.K.** Planning for rural development. *Indian Journal of Agricultural Economics*, 39(4) Oct.-Dec. 84, p. 589-92.

**PRASADA RAO, V.L.N.V.** Impact of DRI scheme on rural artisans. *Khadi Gramodyog*, 31(11) Aug. 85, p. 483-6.

**SAHOO, B. and DINABANDHU MAHAL.** ERRP (Economic Rehabilitation of Rural Poor) programme in Bental in Orissa : a case study. *Khadi Gramodyog*, 31(4) Jan. 85, p. 194-204.

**SARMA, A.C.** Gandhian concept of rural development, *Khadi Gramodyog*, 31(8) May 85, p. 407-11.

**SAWANT, G.K. and H.S. BHOITE.** A change agent brings rural development : Relegan Siddhi (case study). *Changing Villages*, 7(4) July-Aug. 85, p. 268-79.

**SINGH, RADHA RAMAN and RABINDRA NARAYAN SINGH.** IRDP and revitalisation of rural scene in India. *Khadi Gramodyog*, 31(4) Jan. 85, p. 172-81

**SINHA, D.K.** Energy system planning and management for rural development. *Capital*, 195 (4814) 16 Sept. 85, p. 34-6.

**TRIPATHY, R.N. and others.** Employ-

ment and income generation through IRDP, NREP and DRM in Bihar and Qrissa. *Journal of Rural Development*, 4(2) Mar. 85, p. 171-307.

VISHNOI, S.P. Participative Management of rural project and training of administrators. *Administrator*, 30(2) Apr.-June 85, p. 131-8.

VISHWANATH, L.S. People's organisations for rural development. *Mainstream*, 23(48) 27 July 85, p. 20-2.

WOOD, GEOFF. Targets strike back-rural works claimants in Bangladesh. *Development and Change*, 16(3) July 85, p. 451-73.

#### RURAL DEVELOPMENT—CITIZEN PARTICIPATION

MEHTA, PRAYAG. Participative management of rural development. *Administrator*, 30(1) Jan.-Mar. 85, p. 73-89.

The fruits of rural development have not reached the rural poor. One of the root causes behind this phenomenon is lack of people's participation in rural development programmes. The author raises some issues about the participative management in rural development. It is believed that the main problems with rural development programmes is managerial and not lack of funds. Rural development programmes and policies need sound organisation; trained and dedicated personnel; appropriate co-ordination and controls; effective implementation; prompt decision making; monitoring and regulation of operations; analysis and activities and results in each section, moral and material incentives to group and individuals.

This paper was presented at the National Seminar on Community Participation and Management of Rural Development, January, 21-23, 1985.

SANTHANAM, M.L. and M.P.

JAHAGIRDHAR. Village development boards : Nagaland experiment in community participation. *Journal of Rural Development*, 4(3) May 85, p. 377-91.

SETTY, E. DESINGU. (Asian Institute of Technology, Bangkok). People's participation in rural development : a critical analysis. *Indian Journal of Social Work*, 46(1) Apr. 85, p. 73-83.

Rural development is a dynamic, unified, democratic process of social action for development. People's participation in terms of the objectives, ideology and methodology of rural development is a necessary and highly desirable component in it. The analysis covers the elements, objectives, the need, rationale and the philosophy behind people's participation. It discusses the range, variety and magnitude of people's participation; the reason as to why people fail to participate in development activities and the mockery the development agencies make of it. It includes highlighting the ways the agencies could enable and facilitate people's participation in rural development.—*Reproduced*.

#### RURAL-URBAN MIGRATION

BAWA, K.S. and G.S. KAINTH. Why this rush towards cities? *Yojana*, 29(13) 16 July 85, p. 15-17.

SASTRY, S.M.Y. Managing decongestion of Bombay. *Bombay Civic Journal*, 32(3) May 85, p. 10-12.

SHAH, M.H., S.O. TRIVEDI and R.M. TRIVEDI. Growth of urban settlements in Gujarat. *Quarterly Journal of Local Self-Government Institute*, 56(2) Apr.-June 85, p. 98-106.

#### SANITATION

HAMMAD, S.M. Rural sanitation programme—a state of the art review. *Civic Affairs*, 32(8) Mar. 85, p. 9-15.

## SCHEDULED CASTES

SHARMA, GOVIND P. Trends in the study of scheduled castes. *Indian Anthropologist*, 14(2) Dec. 84, p. 119-31.

## SCHEDULED CASTES AND TRIBES

KIRPAL, VINAY and others. Scheduled caste and tribe student in higher education: a study of an IIT. *Economic and Political Weekly*, 20(29) 20 July 85, p. 1239-48.

## SCIENCE

RAJE, PRADEEP. What lacks in science education? *Yojana*, 29(13) 16 July 85, p. 22-4, 28.

SRIVASTAVA, P.N. To 21st century with science and technology. *Yojana*, 29(13) 16 July 85, p. 22-4, 28.

## SECULARISIM

NANDY, ASHIS. An anti-secularist manifesto. *Seminar*, (314) Oct. 85, p. 14-24.

## SEX CRIMES

FELDMAN—SUMMERS, SHIRLEY and JEANETTE NORRIS. Differences between rape victims who report and those who do not report to a public agency. *Journal of Applied Social Psychology*, 14(6) Nov.-Dec. 84, p. 562-73.

PROTESS, DAVID L. and others. Uncovering rape: the watchdog press and the limits of agenda setting. *Public Opinion Quarterly*, 49(1) Spring 85, p. 19-37.

## SHARED TAXES

PELISSERO, JOHN P. State revenue sharing with large cities: a policy analysis over time. *Policy Studies Journal*, 13(3) Mar. 85, p. 643-52.

## SIMULATION METHODS

GOLEMBIEWSKI, ROBERT T., ROBERT. MUNZENRIDER and MAURICE RAHIMI. Social desirability effects in simulated work teams. *International Journal of Public Administration*, 7(1) Mar. 85, p. 1-20.

## SLUMS

BAROI, K.S. Dharavi slum of Bombay: whether sign of growth or decay of a city—a case study of high density slum upgradation. *Bombay Civic Journal*, 32(3) May 85, p. 4-7; 32(4) June 85, p. 6-8.

SEABROOK, JEREMY. In the slums of Bombay. *New Society*, 73(1183) 30 Aug. 85, p. 295-7.

VAIDYA, CHETAN and K. RAM-CHAND. Planning slum upgrading programmes in India: some issues. *Nagarloek*, 17(1) Jan.-Mar. 85, p. 19-31.

## SOCIAL CHANGE

BAGCHI, AMIYA KUMAR. The ambiguity of progress: Indian society in transition. *Social Scientist*, 13(3) Mar. 85, p. 3-14.

GOPALAKRISHNAN, P.K. Segmented society and national politics. *Mainstream*, 23(46) 6 July 85, p. 19-20.

HILL, RONALD J. The USSR: social change and party adaptability. *Comparative Politics*, 17(4) July 85, p. 453-71.

MARKHAM, G. The police and social change. *Police Journal*, 58(3) July-Sept. 85, p. 263-4.

## SOCIAL JUSTICE

AGULTO ANA MARIA S. An assessment of the KKK (*Kilusang Kabuhayan at Kaunlaran*): its social justice implica-

tions and administrative capability. *Philippine Journal of Public Administration*, 27(4) Oct. 83, p. 372-411.

**SPECIAL** number on social action litigation. *Cochin University Law Review*, 8(4) Dec. 84, p. 433-546.

*Contents* : Public grievances : redressal by Kerala High Court, by K. Bhaskaran ; Judicial remedies for people's maladies, by K. Sukumaran ; Constitution, judiciary and access justice, by K.P. Radhakrishna Menon ; Access to legal service and justice, by P. Leelakrishnan ; Public interest litigation, by M. Krishnan Nair ; Towards and anti-poverty jurisprudence : revolutionary trends, by N. S. Chandrasekharan ; Role of teachers and students of law in public interest litigation, by K.N. Chandrasekharan Pillai ; Judicial activism in giving the insane offender his due, by G. Sadasiven Nair ; Constitutional issues in public interest litigation, by M. Rajagopalan ; Public interest litigation and locus standi, by K. Surendra Mohan ; Postgraduate students of law and legal aid programme : experiences and perspectives, by V. Ajakumar ; Supreme Court on bonded labourers : future of new constitutionalism, by Y. R. Haragopal Reddy.

#### SOCIAL PROBLEMS

SINGH, B. P. Primordial loyalties and polity management. *Mainstream*, 24(1) 7 Sept. 85, p. 21-4, 34.

#### SOCIAL SCIENCES

BRAILLARD, PHILIPPE. The social sciences and the study of international relations. *International Social Science Journal*, 36(4) 84, p. 627-42.

BRAUN, CLAUDE M.J. and JAEINTHE M.C. BARIBEAU. A link between the social and natural sciences : the case of scientific psychology. *Science and Society*, 49(2) Summer 85, p. 131-58.

ELGUEA, JAVIER. Paradigms and scientific revolutions in development theories. *Development and Change*, 16(2) Apr. 85, p. 213-33.

SATHYAMURTHY, T. V. Development research and the social sciences in India. *International Social Sciences Journal*, 36(4) 84, p. 673-97.

#### SOCIAL SERVICE AGENCIES

BHATTACHARJEE, ABHIJIT. Voluntary agencies : identity crisis. *Mainstream*, 23(48) 27 July 85, p. 16-20.

MUKERJEE, RADHAKAMAL. Social disorganisation in India. *Indian Journal of Social Work*, 46(1) Apr. 85, p. 19-39.

#### SOCIAL WELFARE—PLANNING

GOPALAKRISHNAN, P. K. Social welfare spending : issues and perspectives. *Mainstream*, 23(53) 31 Aug. 85, p. 14-17 ; 24(1) 7 Sept. 85, p. 16-20 ; 24(2) 14 Sept. 85, p. 19-21.

#### SOCIAL WORK EDUCATION

DESAI, A. S. The foundations of social work education in India and some issues. *Indian Journal of Social work*, 46(1) Apr. 85, p. 41-57.

JAYASINGH, J. VISUVATHAS. Schools of Social Work and community services—need for investigation and evaluation. *University News*, 23(30) 8 Aug. 85, p. 5-7.

KUMARAPPA, J.M. Training for social work. *Indian Journal of Social Work*, 46 (1) Apr. 85, p. 7-12.

MANSHARDT, CLIFFORD. Education for social work. *Indian Journal of Social Work*, 46(1) Apr. 85, p. 1-5.

#### SOCIALISM

GOODMAN, DAVID S.G. The Chinese political order after Mao : 'socialist democracy' and the exercise of state

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which in their opinion is a *sine qua non* to re-vitalize the functioning and wiping out of obnoxious practices in local government.—*Reproduced*.

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MURTHY, N.V.K. Communication in cinema and television. *Mainstream*, 24(1) 7 Sept. 85, p. 11-12, 15.

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**Legislative and executive measures for tribal welfare in Kerala**, by C.K. Karunakaran; **Land reforms and distribution of land scheduled tribes in Kerala**, by D. Prashanth; **Kurichians and customary law**, by P.R.G. Mathur; **Impact of welfare schemes on Kanikkars: an empirical study**, by N.S. Gopalakrishnan; **Forest and tribal people: law and practice**, by P. Leelakrishnan, N.S. Chandrasekharan and K.N. Chandrasekharan Pillai.

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M. Nalini takes up the case of women welfare programmes in the country, which, despite being of tremendous importance, have largely remained neglected according to her perception. She analyses the role played in administering these programmes by Union and State Governments. Beginning with the jurisdictional controversy between the two levels (she attempts to specify the responsibility of the Union Government), she discusses the role of State Governments in the administration of these programmes. By way of illustration she also describes briefly the pioneering role played by Governments of Andhra Pradesh and Tamil Nadu in this regard. She also examines the interaction between the Union and State Governments in administering these programmes and covers pattern of relationship and issues of coordination. She has some interesting observations to make by way of conclusions including the future role of the Central Social Welfare Board. This also brings us to the question of the role of voluntary agencies in the formulation and implementation of women's welfare programmes which are not just ameliorative in nature but are bound to have increasing developmental orientation and social justice overtones.—*Reproduced from the editorial.*

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thing changed? Maribyn Carr; Technique and women's toil, by Valentina Borremans; What would a non-sexist city be like? speculations on housing, urban design and human work, by Dolores Hayden.

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HARRIS, NIGEL. No urban explosion

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MATHUR, BRIJESH. Reversing urban decay: accountability is the key issue. Times of India, 17 Aug. 85, p. 8.

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## BOOK NOTES

**BANERJEE, BROJENDRA NATH.** Company takeover. New Delhi, Paribus Publishers, 1984. 479p. Rs. 200.00.

The present book deals with the government's policy of encouraging non-resident investment in Indian equity of established Indian companies increased the threat for destabilisation of existing Indian management. To avoid this kind of situation it suggested some concrete and constructive clauses and conditions to be incorporated in the government proposals regarding non-resident investment to be finalised on April 28, 1983.

**BASU, KAUSHIK.** The less developed economy: a critique of contemporary theory. Oxford, Basil Blackwell, 1984. 198p. £ 11.50.

The present book presents and examines critically the present state of theoretical development economics. It also briefly discusses and formalizes some older doctrines and elucidates the new advances. It also brings together some works which are conventionally kept separate on the ground that they belong to different ideological strains.

The book consists of five parts. The chapters are divided into three main parts and a brief concluding one. There is a ten-page bibliography.

**BHUYAN, PRAFULLA KUMAR.** The regional fiscal economics of Assam. Allahabad, Chugh Publications, 1984. 364p. Rs. 150.00.

This book analyses and studies in detail the budgets and growth of revenues and expenditures of the Government of Assam during the period 1951-52 to 1978-79.

The book has been divided into four parts, consists of fourteen chapters. Part one consists of two chapters. Chapter one is introductory. Chapter two analyses the budgets of Assam Government during the period 1951-52 to 1978-79. In the third chapter sales tax has been discussed. Chapter four deals with land revenue and agricultural income-tax. Chapter five focuses on revenues from excise. Chapter six deals with tax on motor spirits and lubricants, Professions tax, Assam Passenger and Goods Taxation Act, Amusement and Betting tax, Assam Electricity Duty, Assam Carriage tax and other taxes and duties. Chapter seven concentrates on duties and fees levied by Government of Assam. Chapter eight presents a study of non-tax revenue of the Government of Assam. In chapter nine, an attempt has been made to compare the tax and non-tax revenue of the Government of Assam, on the one hand and the comparative positions of the different state taxes from the point of view of total revenue raised on the other. Chapter ten focuses on the examination of public expenditures of the Government of Assam. In chapter eleven, a study of capital formation in the public sector in Assam during the period, 1951-52 to 1965-66 has been made.

Chapter twelve is devoted to public debt. In chapter thirteen the share of Central taxes has been discussed in detail. The concluding chapter gives summary and conclusions of this book. Also contains an eight-page bibliography.

**BOWMAN, MARGARET**, ed. *Local democracies : a study in comparative local government*, ed. by Margaret Bowman and William Hampton. Melbourne, Longman, 1983.

The purpose of the book is to examine local governments in England and Wales, Scotland, New Zealand, Fiji, Japan, USA, Canada and Australia. The main themes in each chapter are the major traditional justifications of local government efficiency and democracy. The contributors first setting out the historical context, then examining the structure and functions of local bodies, their inter-relations with other spheres of government and their contribution to democracy and efficiency.

The book consists of ten chapters. The introductory chapter sets out the main themes and raises questions arising from some of the traditional argument for local government while the concluding chapter analyses the case studies in the light of the main themes. Bibliographical references are presented at the end of each chapter.

**DAS GUPTA, SUBIR**. *Political growth and political development : theoretical perspective*. Calcutta, Prajna, 1984. 229p. Rs. 120.00.

In this book the author tries to distinguish between concepts of political growth and political development. It also reviews current thinking on political development in the context of the Third World and points out its limitations and contradictions.

The book throws light on the concept of power, defined as capacity to transform, as the key element in a theory of political growth. It also focuses on the theme of political development in terms of theory of self-affirmation as contrasted with theories of alienation. It discusses interrelations between processes of growth and developmental goals in the context of both developed and developing countries. Discussions are conducted throughout in the context of long range historical processes in the West and in the East. There is an eleven-page bibliography.

**DHYANI, S.N.** *Crisis in industrial relations*. New Delhi, National, 1984. 218p. Rs. 95.00.

This book in an effort to give a new dimension and direction to industrial relations system, consistent with India's traditions and ideals. The issues discussed are: Post-emergency labour policy-dimensions, framework of industrial relations, wages and income policy, ILO and representative controversy, trade unionism in police, government employees and bonus agitation, labour-management relations analysed, conclusions-alternate strategy. Bibliographical references are presented at the end of each chapter.

**GAUTAM, D.N.** *What is wrong with Indian police?* Delhi, NBO Publishers, 1984. 272p. Rs. 150.00.

In pre-independence India, the police did not have a constructive role to play. They were employed only as an instrument for perpetuation of the colonial rule.

After independence, the police cannot be regarded as the long arm of the alien rulers but a service organisation. They are required to provide a helping hand in the reconstruction of the country. It is believed that the members of police force have not received a fair deal in spite of their good work. At present there is no police policy that adversely affects the performance of the organisation. The author opines that there is an urgent need for a police policy so that they can provide a helping hand in the national reconstruction. Bibliographical references are presented.

HOUGH, J.R., ed. Educational policy: an international survey. London, Croom-Helm, 1984. 305p. £ 15.95.

This book is concerned with educational policy in seven developed countries: Australia, France, Japan, Sweden, the United Kingdom, the United States and West Germany. The purposes of this book are not merely to describe educational policy within each of the seven countries but to focus on the development of that policy over time, as related to its setting within the relevant national society and economy, and to explore comparable and contrasting trends and influence between them. The book consists of ten chapters. After brief introduction second chapter deals with major conceptual and theoretical issues common to all seven developed countries. Chapters 3 to 9 deal with education in Australia, France, Japan, Sweden, UK, USA and West Germany. The concluding chapter seeks to bring together a number of conclusions which emerge from the essays.

KAUSHIK, SUSHEELA, ed. Public administration: an alternative perspective. Delhi, Ajanta Publications, 1984. 200p. Rs. 80.00.

The present book is a collection of seven articles. It highlights the meaning, scope and dynamics of public administration in its changing context. The administrative concepts discussed in the first article are the Weberian ideal type, the general systems approach, efficiency and rationality model, characteristics of colonial administration and administrative modernisation, etc. In the second article, "Theories of organisation and development the author makes an attempt to note the sociological origins of the theory and its nature. The third article argues that Habermas' critical theory suggests a powerful structural and phenomenological framework for policy research, analysis and practical criticism. In the fourth article an attempt has been made to examine the nature and problems of administration in developing countries, with special reference to India. The fifth article concentrates on rural bureaucracy with special reference to Andhra Pradesh. The role of bureaucracy is examined mainly in the context of anti-poverty programmes for rural development. In the sixth article, the author seeks to answer the following questions. How far bureaucracy in India has played developmental role? What have been its strains and problems? And what is its nature in general? The concluding article critically examines the efficacy of various anti-corruption measures initiated by the government to contain the corruption both administrative and political. The author has also suggested some remedies to root out the corruption. Bibliography references are presented at the end of each article. There is a twenty-six-page bibliography,

KEEBLE, LEWIS. Town planning made plain. London, Construction Press, 1983. 194p. £ 7.95.

The book is concerned on principles and methods of town planning in the context of British physical, economic, social and political conditions. The author makes a detailed study of fundamental considerations and design, preparing a town plan, extra problems in planning existing towns, residential neighbourhoods and town centres, a summary of British town planning, development control, town planning graphics, town planning and politics, town planners and the future and town planning. It contains a selected bibliography.

**KHANNA, K.K.** Bureaucratic blunder world : a behavioural profile of the Indian bureaucracy. New Delhi, National, 1984. 175p. Rs. 95.00.

The book analyses the basic theory of Indian bureaucracy, its administrative philosophy and patterns of working. It also presents the manner in which the noble concept of neutrality anonymity and public accountability have degenerated into sycophancy and irresponsibility. It analyses how the bureaucracy, which was recognised as steel frame has become plastic and can be easily moulded by vested interest. The book is devoted to some decision making patterns and points out the basic incompetence of the decision-makers or their intention to shirk responsibility. It highlights its corruption in administration. The book also contains an analysis of the cultural orientation of Indian bureaucracy.

**LAKSHMAN, T.K., ed.** Rural development in India : a multidimensional anlysis, ed. by T.K. Lakshman and B.K. Narayan. Bombay, Himalaya, 1984. 325p. Rs. 190.00.

This book is brought out in honour of Dr. K. Venkatagiri Gowda. It is a collection of articles and concerns various issues and projects the views of many a writer on a wide variety of problems, such as integrated rural development, planning, rural poverty, rural industrial development, rural asset accumulation, socio-economy typology of villages, land reforms, agricultural price policy, agricultural growth, economic development of the down trodden, dairy development, rural public distribution system, rural education, appropriate technology, droughtprone area development, evaluation programmes of rural development. It suggests an agenda for action also.

**MAHESHWARI, SHRIRAM.** Political development in India. New Delhi, Concept, 1984. 149p. Rs. 80.00.

This book is an attempt to analyse the several facets of the fast changing political scenario in India with a view to gaining a sharper understanding of the political system and its dynamics, and recommending, where necessary, corrective measures. This book consists of eleven chapters. The first chapter gives a detailed examination of the various developments taking place in the country's politics since the dawn of independence and also identifies its major achievements. The second chapter presents the politicians on both historical and social dimensions and their motivations and ambitions are also analysed. The third chapter discusses the inter-face of the parliamentarian with his environment especially the constituency part of it. The fourth chapter examines in detail the minister's unfolding relationship with the public service and a hypothesis of India evolving the 'Eastminister' model of democracy is advanced. The fifth chapter discusses the party system of India. Coalition governments are presented in the sixth chapter. How the political parties raise and manage their finance is discussed in

seventh chapter. The important problems such as political enquiries, corruption and centre-state relations are examined in eighth, ninth and tenth chapters. The concluding chapter seeks to identify the crucial tension areas in the country's politics and to suggest an agenda for action also.

MEIER, GERALD M., ed. *Pioneers in development*, ed. by Gerald M. Meier and Dudley Seers, London, OUP, 1984. (Published for the World Bank). 372p.

This book presents the contributions of the pioneers together with the comments. The pioneers of this book are as follows : Lord Bauer, Colin Clark, Albert O. Hirschman, Sir Arthur Lewis, Gunnare Myrdal, Raul Prebisch, Paul N. Rosenstein-Rodan, Walt Whitman Rostow, H.W. Singer and Jan Tinbergen. They shaped the economic development in the late 1940s and 1950s by introducing concepts. A number of contemporary development economists served as commentators : Dragoslav deducing principles, and modelling the process of development. Avramovic, Bela Balassa, Jagdish Bhagwati, Michael Bruno, Carlos Diaz-Alejandro, Gerald Helleiner, Michael Lipton, Azizali F. Mohammed, Hla Myint, Graham Pyatt, T.N. Srinivasan and Paul Streeten.

The Present book seeks to answer the following questions : what are the strands of continuity in development thought ? What are the recurrent issues ? What are the unsettled questions ? An introductory chapter sets the stage, outlining some of the intellectual trends and institutional features that shaped the political and economic environment of the formative period for the pioneers. The concluding chapter synthesizes various issues in development thought and points toward the resolution of unsettled questions in the subject.

MUKHERJI, A.K. *Economics of Indian industry*. New Delhi, S. Chand, 1985. 559p. Rs. 200.00.

The present book concentrates on industrial system in India. It seeks to answer the following questions. Are the industries growing properly in India ? Why there are scarcities after more than three decades of planning ? Why are the prices of goods so high and rising continuously ? Is there a just price ? Is the economy administered well or badly ? Are the industrialists at fault ? Would things be better if population had not grown so fast ? Can the industrially advanced countries help us ? It consists of four parts. The first part deals with theory and practice of industrial economics. The second part throws light on industry and state in India. Part third deals with case studies of selected industries. The concluding part focuses on economic theories relating to industry in general and also of the actual way of working of a few industrial groups in India. Constructive and concrete suggestions are given for the progress of industries in India. Bibliographical references are presented at the end of each chapter.

NAGLA, B.K. *Factionalism, politics and social structure*. Jaipur, Rawat Publications, 1984. 246p. Rs. 150.00.

This book is an outcome of M. Phil. dissertation. The purpose of this book is to understand faction formation in Udaipur district of Rajasthan. It seeks to answer the following question : How do factions spring up at the district level from village factions ? In what way do they get transformed from their nativistic structure to more diffused and diverse antagonistic party alliances and class relations ? In what way do these district level factions get integrated with state

level politics particularly in the case of the Congress party? Bibliographical references are presented at the end of each chapter.

**NARAYANA, S.V.** District politics in India. New Delhi, Ashish Publishing House, 1984. 232p. Rs. 150.00.

This book deals with district politics of Warangal district of Andhra Pradesh. The book is divided into three parts. Each part consists of three chapters. The first chapter deals with the socio-economic features and ecological factors of Warangal district. The part played by the political elite in various movements and agitations launched in Andhra Pradesh in general and Warangal in particular dealt in the second chapter. Third chapter concentrates on political communication. The growth and functioning of pressure groups with special reference to Warangal district is covered in fourth chapter. Fifth chapter deals with the party systems. Sixth chapter is devoted to the election analysis and voting behaviour. Chapter seven is devoted to the study of the role of political leadership in State, National and District politics. Eighth chapter discusses the linkage politics. The conclusions drawn from this study have been discussed in the concluding chapter. There is an eight-page bibliography.

**PALANISAMI, K.** Irrigation water management : the determinants of canal water distribution in India—a micro analysis. New Delhi, Agricole, 1984. 120p. Rs. 100.00.

This book is based on Ph.D. thesis. It contains an analysis of canal water allocation and distribution procedure in the Lower Bhavani Project of Coimbatore district, Tamil Nadu State. The objectives of this book are: (i) to study the pattern of water allocation and use; (ii) to examine the impact of water availability on cropping pattern, input use and crop yield; (iii) to identify the organizational and management weaknesses in the project management; and (iv) to suggest measures to improving the performance of water distribution. Bibliographical references are presented at the end of the text.

**PARTHASARATHY, JAKKA.** Rural population in Indian urban setting. Delhi, B.R. Publishing Corporation, 1984. 272p. Rs. 175.00.

This book is based on a thesis submitted to University of Mysore which was approved for the award of Ph.D. degree in Social Anthropology. The book aims in giving a description analysis of the life of the people living in Paduvarahalli village in Karnataka. The book consists of eight chapters. The first chapter is the introduction. The second chapter's main aim is to show the location of Paduvarahalli in Mysore city and in relation to neighbourhood. In the third chapter religious composition of the people living in Paduvarahalli and their demographic particulars are discussed from the viewpoint of old and new settlers. The fourth chapter discusses the structure of family and analysis of interpersonal relationship in the family and between the kin within the household, outside the household and outside the settlement. The fifth chapter deals with caste, land and occupation. In the sixth chapter, the author discusses the political organisation of Paduvarahalli. The seventh chapter starts with a discussion on different festivals as observed in the settlement—classical, regional and local. The concluding chapter deals with the traditional way of the settlement and the change that occurred due to various external forces. It contains twenty page bibliography.



RAJPUT, R.S., ed. *Panchayati raj in India : democracy at grassroots*, ed. by R. S. Rajput and D. R. Meghe. New Delhi, Deep and Deep Publications, 1984. 286p. Rs. 150.00.

The papers included in this book were presented at the Seminar on 'Sociological Workshop' organised by University College of Law, Nagpur and sponsored by University Grants Commission, New Delhi, from January 7 to 10, 1982.

This book includes 23 chapters. P. R. Dubhashi delivered a keynote address to this seminar.

Panchayati Raj institution is an interdisciplinary study. To evaluate and focus the attention on the last two-tiers of administration *viz.*, at the district level and the village/town/the city, the contributors in this book discuss all the aspects of Panchayati Raj systems in India. There is a twentytwo-page bibliography.

RAO, P. ARJUN. *Dynamics of Policy development and executive administration*. Allahabad, Chugh Publications, 1984. 244p. Rs. 120.00.

The purpose of this book is to examine the relations between the State Government of Andhra Pradesh and Hyderabad Municipal Corporation. It covered the state municipal corporation relations for a period of two decades, 1951 to 1970. It is an attempt to examine the kind of policy development that takes place in the Municipal Corporation of Hyderabad as well as in the State Government on four outstanding policy issues *viz.*, the issue of transfer of Hyderabad Water Works, levy of abolition of Octroi, Telangana agitation and supersession of the Corporation and the municipalisation of services in this corporation the author opines that these policy issues were not only controversial but they generated interaction between them. It also highlights on leadership behaviour in the policy development and examines the strands of thinking, and related approaches of deliberative and executive wings. It is concluded that this kind of interaction would not only lead to malfunctioning of the municipal services but also would cut across the very roots of local democracy. Concrete and constructive suggestions are given for sound state-municipal relations. There is a fourteen-page bibliography.

RAO, T. DIVAKARA. *Tax burden in Indian economy*. New Delhi, Criterion Publications, 1984. 391p. Rs. 170.00.

This book is an outcome of the author's Ph.D. thesis submitted to M.S. University, Baroda in 1979. It is an attempt to determine the effect of fiscal policy namely, taxation, on the declared objectives of reducing income inequalities. This book consists of eight chapters. After brief introduction, chapter two explains the derivation of size distribution of personal income for rural and urban areas for the years 1964-65, 1968-69 and 1975-76. In the third chapter, an attempt is made to discuss the methodology for allocation of the tax burden among various income groups. Chapter four explains the procedure for allocating the burden in indirect taxes by various income classes. Chapter five is concerned with the tax burden for the households in various income brackets in rural, urban and All India for the year 1975-76. Chapter six studies the changes in tax burden over the years 1964-65, 1968-69 and 1975-76. Chapter seven concentrates on effects of taxation on income distribution for 1964-65, 1968-69 and 1975-76. It delineates the trends in fiscal policy over all these years. The concluding chapter contains the summary of conclusions of the previous chapters. It provides broad

suggestions for policy making and also throws light on certain areas for future research. There is an eight-page bibliography.

**RATH, SHARADA.** Federalism today: approaches, issues and trends. New Delhi, Sterling, 1984. 208p. Rs. 100.00.

The book centres around various theories and approaches to federalism today in the light of the Indian experience. It also concentrates on centre-state financial relations, cooperative federalism relating to the welfare of scheduled castes, and scheduled tribes socio-political aspects of national integration and city development.

The book comprises of ten chapters. Chapter one highlights on a conceptual analysis of federalism. The second chapter attempts to study federalism in the context of different approaches. Chapter three deals with the origin, issues and trends of federalism in India. Chapter four discusses a socio-political approach to centre-state relations in India. Chapter five is devoted to the one of the major issues of federalism, namely, leadership and nation-building in India. The sixth chapter deals with the welfare of the scheduled castes and scheduled tribes and seeks to answer, how the centre and the states are cooperating and collaborating in legislating, administering and financing their welfare programmes. Chapter seven deals with state financial relations, To what extent the Finance Commission performs revenue sharing has been analysed in this chapter. Chapter eight presents the financial relations between the centre and the state in India with special reference to Orissa. Chapter nine presents the relationship between the centre and the states in the functional area of city development with special reference of the city of Bhubaneswar. In the last chapter, a comparative analysis is made of the failure or success of federalism in USSR, Canada, USA, Australia, Brazil, Argentina, Venezuela, Mexico, West Germany, India, Nigeria and Tanzania. There is eight-page bibliography.

**SEN, AMARTYA.** Resources, values and development. Oxford, Basil Blackwell, 1984. 547p. £ 25.00.

This book is mainly concerned with development economics. The book consists of five parts excluding a detailed introduction. The first part explores the basic features of resource allocation in 'Non-wage' systems such as peasant agriculture, dual economies, and cooperative allocation. The second part focuses on investment planning, including saving rates, discounting and project appraisal. The third part deals with shadow pricing and employment policy, paying particular attention to political and social constraints as well as economic and technological ones. The fourth part examines some important issues in welfare economics and their relevance to development policy and international ethics. It also analyses the use of conventions and norms in the perception of deprivation and poverty, and social behaviour involving divisions which the family and sex bias in general. The concluding part presents an original view of the relationship between goods and well being. It examines the welfare basis of real income comparisons, the social roots of hunger, and the nature of economic development. Bibliographical references are presented at the end of each chapter.

**SHARMA, P.N.** Social planning : concepts and techniques, by P.N. Sharma and C. Shastri. Lucknow, Print House, 1984. 416p. Rs. 150.00.

The book focuses on spatial and aspatial aspects of plan formulations such as identification of problems/stress areas determination of relevant goals, objectives inputs outputs target organisational linkages, etc., providing illustrations from actual planning exercises.

It also deals with participatory planning, communication improving capabilities of development management and monitoring and evaluation systems to measure output/outcome of social development. An attempt has also been made to utilise national and international experiences in this field. References are also presented at the end of the text.

**SHARMA, R.N.** Tribes and tribal development by R.N. Sharma and Santosh Bakshi. New Delhi, Uppal, 1984. 489p. Rs. 250.00.

The bibliography having more than four thousand entries is divided into broad subject areas. Though many of the books, public documents and quite a few articles deal with more than one subject area, each item is included under one subject area only. It also covers research methods and biographies. The first two chapters contain an alphabetical list of the scheduled tribes and statewise total population of scheduled tribes. Author index is also presented at the end of the entries.

**SHORT, JAMES F., Jr. ed.** The state of sociology: problems and prospects. Beverly Hills, California, Sage, 1981. 303p. \$ 12.00.

The present book is a collection of fourteen essays and concerns the state of sociology. The book has been organised under the following rubrics: Introduction, themes on the state of sociology; The schools of sociology; Sociology of scientific knowledge; The formalization of theory and method; Stratification and social mobility: two decades of cumulative social science, Shifts in the analysis of race and ethnic relations; Human ecology: persistence and change; Biosociology Social psychology: trends assessment, and prognosis; Criminology and study of deviance, Developments in organisation theory, 1960-1980, comparative education theory, 1960-1980; Production reproduction, and social change, The family in historical perspective; changing fashions in the study of the social causes of economic and political change and applied sociology. Bibliographical references are presented at the end of each chapter.

**SINHA, R.K.** Regional imbalances and fiscal equalization. New Delhi, South Asian Publishers, 1984. 213p. Rs. 85.00.

The present book deals with the need for equalization and discusses at length the mechanism of equalization developed in various federations of the world in general and India in particular.

The book consists of ten chapters. In the first two chapters the author has examined the need for fiscal equalization, the various equalization models by reference to concepts of fiscal efforts, fiscal capacity and fiscal need. In the third chapter attempt has made to examine the equalization grants arrangements in some selected federations such as USA, Canada, Australia and Federal Republic of Germany. The fourth chapter is devoted to regional imbalances in India and attempt has been made to analyse the cause of regional imbalances and

suggest measures for fiscal equalization in India. Chapters fifth and sixth are devoted to the role of Finance and Planning Commissions. In the seventh chapter, an attempt has been made to find out an answer to: (i) what are the different effects of different types of revenue transfers, and (ii) what are the requirements for an ideal system of fiscal readjustment. The eighth chapter Highlights on three aspects of federal fiscal transfers: (i) the total quantum of transfers *vis-a-vis* central and state revenues or, the vertical balance aspect; (ii) the various kinds of transfers namely, shared taxes, grants in aid and loans, (iii) and the criteria for transfers. In the ninth chapter, the author points out that the Finance and the Planning Commissions have failed to evolve an effective formula for fiscal equalization and suggests an agenda for action also. The final chapter describes the economic development disparities of Bihar. Also contains a selected bibliography.

SINHA, R.K., ed. *Studies in Indian planning and economic policy*. New Delhi, Deep and Deep Publications, 1984. 472p. Rs. 225.00.

Since independence economic planning was given much importance in almost all the five year plans and measures were taken to raise the living conditions of the poor. After three decades of such incessant efforts one could not bring the desired goals. In this book the contributors make a detailed study of tools of planning, planning and planners in India, planning at national and state level, democratic-socialist path to economic development, monetary theory and policy, monetary theory: some recent developments, towards a realistic tax policy for India, thoughts on inflation and distribution, inflation in industrial countries, aspects of trade policy in India, rural urban conundrum in Indian planning, the limits of economic policy, the falling economy, and the strategy for its revival. Also contains bibliography.

SINHA, V.M. *The Indian politico-administrative system: some perspectives*. Jaipur, RBSA, 1984. 281p. Rs. 125.00.

The present book is a collection of articles and papers presented at different seminars. The purpose of this book is to examine how the politico-administrative system has been functioning. The book consists of two parts. The first part deals with the political perspectives and the second part deals with the administrative perspectives. In the first part, the first paper highlights that the Constituent Assembly decided to opt for the parliamentary form of government than the Presidential form of government. The second paper deals with the opposition. The third paper throws light on centre-state relations. The fourth paper deals with the form of government. The fifth and sixth papers concern with the role of the government. The seventh paper concerns the formation of State Ministries.

In the second part the first paper examines bureaucracy and role in the administration of modern states. The second paper traces the historical development of the Public Service Commissions in India since 1919. The third paper presents the roles of the generalists and specialists in the decision-making. The fourth and fifth papers concern the Indian Administrative Service. Fifth paper highlights politicisation of administration, circumvention violation or ignoring of the established rules, delay in decision-making, demoralisation of bureaucracy at all levels, erosion of neutrality of bureaucracy, fall in the standards of the growing

strains between the superior levels of bureaucracy and the politicians. The sixth paper deals with the Indian Police System. The seventh paper is devoted to the problems of municipal personnel administration. The eighth article concentrates on the relationship between the services and the legislature. The ninth paper deals with the dismissal of the government servants. The tenth paper deals with the problem of the morale of the civil services in India. The concluding paper discusses the new trends of the personnel administration.

SIRSIKAR, V.M. Indian political parties, by V.M. Sirsikar and L. Fernandes. Meerut. Meenakshi, 1984. 278p. Rs. 75.00.

In the present book the authors survey the historical background and the socio-economic environment in which the Indian political parties have grown. The political parties have been discussed and compared in respect of their ideologies, organisation and performance. The authors have come to the conclusion that there has been a marked decline in the political parties and there is an urgent need to revitalise them if we want to strengthen the polity of the country. There is a six-page bibliography at the end of the text.

SMITH, MICHAEL PETER, ed. Cities in transformation: class capital and the state (Vol. 26, Urban Affairs Annual Reviews) Beverly Hills, California Sage, 1984, 263p. \$ 28.00

The book is devoted to commentary and criticism on structuralist approaches to urbanism and urbanization. The book is divided into five parts. After brief introduction in the first part, part two contains two chapters. These chapters explore the current state of urban social theory by focusing on the urban managerialism controversy and the structure agency dialectic. Part third contains three chapters examines the developing linkages between the postulates of urban theory and the course of empirical urban research on localized power structures, national fiscal crisis and the relations among cities within the world system. The fourth part contains three articles that reveal some of the complex connections linking the internationalization of capital, the migration of labour, the spatial restructuring of cities, and the reconstitution of local class structures. The concluding part contains three articles that discuss some of the new modes of political conflict. Bibliographical references are presented at the end of the text.

SRIVASTAVA, G.C. Rural industrial development. Allahabad, Chugh Publications, 1984, 189p. Rs. 110.00.

The Central mission of this book is as follows: (i) to formulate a concept of unemployment and underemployment; (ii) to measure the extent of unemployment and underemployment in five development blocks of Jaunpur district of Uttar Pradesh; (iii) to study the extent of disguised unemployment in the agricultural sector; (iv) to study the characteristics and the attitude of the unemployed and the under-employed with a view to judge their suitability and inclination to move production sectors of economy; (v) to study and specify the determinants of industrialisation; (vi) to identify specific project ideas which could be taken up for implementation; and (vii) to study the employment opportunities offered by the industrialisation strategy so formulated. There is an eight-page bibliography.

SRIVASTAVA, R.M. Management of Indian financial institutions. Bombay, Himalaya Publishing House, 1984, 637p. Rs. 190.00.

The main purpose of this book is an insight into the principles, operational policies and practices of the leading financial institutions of India, viz., commercial banks, development banks, investment companies, Unit Trust of India and Life Insurance Corporation of India.

The book has been divided into four parts. Part one consists of two chapters. Part one contains background material by dealing in chapter one the significance of capital formation in economic growth of an underdeveloped economy and the part played by the financial institutions in capital formation and bringing out in chapter two the nature and functions of different financial institutions. Part two consists of sixteen chapters and focuses on all the major dimensions of operations and management of commercial banks. Part 3 consists of twelve chapters and concentrates on the operations and management of development banks in India. The concluding part contains three chapters and examines operational policies and practices of two leading investing institutions of India, viz., Life Insurance Corporation of India and Unit Trust of India. Also contains a selected bibliography.

SRIVASTAVA, S.C. Industrial relations and labour laws. New Delhi, Vikas, 1984. 424p. Rs. 125.00.

In this book the contextual and constitutional framework of industrial relations, and labour laws have been discussed in detail.

The book contains four parts. Part 1 deals with the problems of industrial relations, provides the constitutional framework of industrial relations law and examines the response of planners towards industrial relations. Part 2 after a brief sketch of trade union movement explains the law relating to trade unions. It also contains brief discussion of collective bargaining and unfair labour practices and victimizations. Part 3 deals with regulation of industrial disputes in general and industrial and individual dispute, arena of interaction and participants industrial disputes in particular. It also provides the framework of persuasive, coercive and voluntary processes for settlement of industrial disputes including the statutory and non-statutory machinery and governmental power under the Industrial Disputes Act. This part also examines the law relating to instruments of economic coercion, which has brought within its fold strikes, picketings, gherao and lock-out. It makes a critical examination of issues involved in judicial policy towards lay-off retrenchment, transfer and closure. Finally it deals with discharge and dismissal including regulation of managements prerogative during the pendency of proceedings and change in the conditions of service. Part 4 deals with standing orders and grievance procedure, seek to delineate the functioning of workers' participation in management.

YADAV, SOHAN RAM. Nepal : feudalism and rural formation. New Delhi, COSMO, 1984. 249p. Rs. 150.00.

This book is a reproduction of Ph.D. thesis submitted to Banaras Hindu University, Varanasi in 1982. The purpose of this book is to describe the process of rural formation in Harpatganj, Prasauni village Panchayat in Parsa district of Tarai region, existing socio-economic conditions of the peasants, land and agricul-



ture, occupation and status, caste, family and marriage, religious and cultural life. There is a seventeen-page bibliography.

**ZECHARIAH, JOHN.** Administration of industrial labour disputes. New Delhi, Ashish Publishing House, 1984. 224p. Rs. 175.00.

The book deals with the industrial labour disputes from the administrative point of view. It is limited to a period of eight years from 1971 to 1978 and is confined to the private industries. It is based on the data collected from the Additional Commissioner of Labour, Labour Court and Industrial Court, Pune.

This book consists of three parts. Part one has three chapters. Chapter first has three sections, Section 'A' deals with the theme of the study, Section 'B' describes the industrial growth and Section 'C' describes the growth of industrial labour in Pune. Chapter second gives the necessary background of the industrial disputes legislations. Chapter three is devoted to investigate the employees' expectations from the supervisory staff and management. Part two analyses the various methods of settlement of industrial disputes. It has three chapters. Chapter four assesses the preventive machinery at plant level. The role of government labour officers is also dealt with in this chapter. Chapter five examines the role of conciliation and Conciliation Board for the settlement of industrial disputes. Chapter six is devoted to the Labour Court Wage Boards and Industrial Courts. Part three consists of two chapters. Chapter seven concentrates on wages, bonus reinstatement, leave and holiday retirement benefits, provident fund and gratuity. The concluding chapter summarises the entire treatment of the subject. Also contains five-page bibliography.

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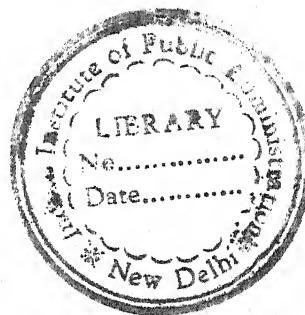
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### ADMINISTRATIVE COURTS

LAKSHMINARAYANAN, D. Administrative tribunals: pitfalls and dangers. *Popular Jurist*, 2(5) Sept.-Oct. 85, p. 31-3.

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### ADMINISTRATIVE DECENTRALIZATION

NELLIS, JOHN R. Decentralization and local public finance in Tunisia. *Public Administration and Development*, 5(3) July-Sept. 85, p. 187-204.

OPOKU-AFRIYIE, Y. (GIMPA, Achimota). The dilemmas of citizen participation and decentralization. *Greenhill Journal of Administration*, 5 (1-2) Apr. 85, p. 16-24.

This paper examines the extent to

which organizational effectiveness and control have been enhanced in the process of decentralization of the machinery of government in Ghana. It also examines the nature and significance of participation and decentralization with regard to their underlying principles. Its thrust is the examination of the dilemmas inherent in the process vis-a-vis centralization problems generated in getting institutionalized, and the relevant measures for promotion. A quick look is also taken at measures adopted in Ghana for decentralizing the machinery of government, the rationale behind these policy measures and the problems that have been encountered and how they may be resolved.

PREMDAS, RALPH R. (Univ. of California, Berkeley) and JEFFREY S. STEEVES (Univ. of Saskatchewan, Saskatoon, Canada). Decentralization and development in Melanesia: Papua New Guinea and the Solomon Islands. *International Review of Administrative Sciences*, 51(2) 85, p. 120-32.

In this article, the authors analyse the origins and implementation of grassroots democracy in two Third World countries in the South-West Pacific: Papua New Guinea and the Solomon Islands. The main purpose of this article is to focus on the transfer of powers and responsibilities from the national to the local level. It also throws light on decentralization as a strategy for promoting democracy and developments. This article consists of four parts. Part I describes how the countries were colonized and controlled; Part II discusses the impact of World War II and the subsequent introduction

of councils; Part III addresses the independence period and the demands that were made for decentralization in the face of the new nationalists refusing to share power with the grassroots. Finally, it concludes by evaluating authors thesis.

SEETHARAM, G.N. Decentralisation and social change, the Indian model! *Yojana*, 29(23) 19-31, Dec. 85, p. 4-10.

URIBE-ECHEVARRIA, FRANCISCO. The decentralization debate in Colombia: lessons from experience. *Planning and Administration*, 12(2) Autumn 85, p. 10-20.

#### ADMINISTRATIVE REORGANISATION

RADCLIFFE, JAMES. (North Staffordshire Polytechnic). The role of politicians and administrators in departmental reorganization: the case of the Department of the Environment. *Public Administration (UK)*, 63(2) Summer 85, p. 201-18.

This article examines the history of the Department of the Environment from its creation in 1970 to the formation of the Department of Transport in 1976. Its main approach is an analysis of the roles of the Permanent Secretary and the Secretary of State in the development of the organization. The strong organizational relationship between these senior members of the department is an important factor in structural change both at the time of the initial reforms and throughout this period.

The influence of different personalities and their approaches to policy and management is considered as a determining factor in the evolution of the department. Additionally, the attempts at reorganization and reform are to be seen as largely developing within a traditional Whitehall framework based on this relationship, which restricted its effectiveness.—*Reproduced*.

SPECIAL number on administrative reforms—revisited. *Indian Journal of Public Administration*, 31(3) July-Sept. 85, p. 459-1162.

*Contents:* Administrative reform—a global perspective, by Gerald E. Caiden; Philosophy of Indian Administrative Reforms, by M.A. Muttalib; Administrative reforms: towards theory-building, by Shriram Maheshwari; Basic issues in administrative reforms, by C.P. Bhambhri; Development administration and administrative reforms, by N.R. Inamdar; Beyond Westminster model—restructuring Indian political system for greater goal achievement, by G.P. Srivastava; Administrative reforms at the central level, by P.K. Mattoo; Administrative reforms, by B.C. Mathur; Decentralisation and local government reform in India, by Abhijit Datta; Improving behaviour in organisations for better administrative performance, by Ishwar Dayal; Administrative reforms and training: issues of concept and relationship, A.P. Saxena; Conflict management in government—JCM style, by Raza K. Dey; Administrative tribunals and administrative justice: a review of the Administrative Tribunals Act, 1985, by Balram K. Gupta; Reforms in financial administration, by K.L. Handa; Administrative reforms and computerised information system, by Utpal K. Banerjee; Administrative innovations for poverty alleviation programmes, by Nitish De; Towards a more integrated structure of rural development administration, by Kamta Prasad; Administrative reforms for rural development at state and lower levels in India, by Rakesh Hooja; Administrative reforms for the periphery: decentralization policies to serve the poor, by Mukul Sanwal; Towards a theory of district administration, by S.N. Sadasivan; Public duties and moral obligations of government officials: the Lakhina pattern, by Nalini Paranjpe; Revitalisation of Panchayati Raj, by Sudesh Kumar Sharma; Administrative



reforms required at the block and district levels in the context of rural development, by M.L. Sudan; Law and order administration: some emerging trends, by S. Venugopal Rao; Dilemmas and dimensions of police reforms in India, by P.D. Sharma; Some aspects of reforms in police administration, by G.C. Singhvi; In search of hot water (a quest for structural reforms in the police), by P.D. Malaviya; Role of judiciary in administrative reforms, by H.R. Khanna; Reforms in judicial system, by Daniel Latifi; Criminal justice—emerging issues and challenges, by K.S. Shukla; Transplanting ombudsman in India, by R.B. Jain and Jayashree Pillai; Administration for tribal development, an analytical review, by Premananda Tripathy; Tribal administration: a critique, by Bhupinder Singh; Public sector and higher productivity, by A.N. Saxena; Reforming desert development administration and strategies in Rajasthan—an extension approach for desert development and environment preservation, by Bhupendra Hooja; Personnel administration in cooperative departments and cooperative development, by G.S. Kamat; Reforming educational administration in India: some observations specifically in the context of higher education, by Iqbal Narain; Administrative reforms in Asia and Pacific region nations—processes and procedures, by Raul P. de Guzman, Arturo Pacho and Ric Tan Legada; Bureaucracy and administrative reforms in the ASEAN countries: a comparative analysis, by Jon S.T. Quah; Major administrative reform and reorganisation efforts in Bangladesh: an overview, by Mohammad Mohabbat Khan; Administrative reforms in Canada: reflections, by O.P. Dwivedi.

Gerald E. Caiden, in his very perceptive contribution, rightly endorses increasing occupation with administrative reforms. To him, it is of perpetual importance due mainly to imperfectable nature of human organisations and

breeding of conservatism in large public organisations. He, of course, forbids 'overselling' of the theme, But he legitimately counters all criticism regarding failure of reforms in checking mal-administration by observing that without it the situation would have been much worse. Nevertheless he gives a call to all administrative reformers to meet the criticism effectively. Caiden points to strategical errors in administrative reforms—he is totally against concentration on formal structures—and prescribes a 10-point guideline which doubtlessly merits serious consideration.

M.A. Muttalib outlines perceptively the nature and spectrum of change and its role and relationship with the concept of administrative reforms. He goes on to trace the phases of administrative reforms in the country and sums up the goals of reforms in our changing background, both political and socio-economic, analyses the strategy and problems of the follow-up of reforms, refers to academic interest in the improvement of administration. He makes interesting observation on the Indianness of the problem and raises three issues for further discussion which, we hope, will receive attention of experts and administrators.

S.R. Maheshwari, in his contribution, attempts to explore the concept of administrative reforms from the angle of theory building. He starts with discussion on the operational significance of administrative reforms in developing countries and also goes into what will constitute administrative reforms. He opines that "administrative reform by its very definition seeks to apply new ideas to administration, and thus entails values". He also throws light on different strategies of administrative reforms and discusses hurdles to implementation and consequential issues. Maheshwari's exposition facilitates in the comprehension of theoretical para-

meters as well as implementation aspects of administrative reforms.

C.P. Bhambhri presents some basic issues in administrative reforms. He has a definite viewpoint of the political system in the country. According to him the need for insulating public administration from unhealthy, negative and sectional pressures of powerful organised lobbies and the desirability of making administration impartial and unbiased in dealing with social groups, are two universal issues of administrative reforms. The other issues relate to the restructuring of inherited colonial legacy, the capability of administration to perform new tasks of economic development and the sensitivity of administration towards the demand or problems of the vulnerable strata of society, are indeed of great importance.

Very often it is said that our administration has not been able to transform itself into a tool for development. We are also aware of the various connotations of development administration advanced by commentators from time to time. After examining some of the theoretical formulations about development administration, N.R. Inamdar examines some of the administrative instruments and suggestions intended to subserve the purpose of development and simultaneously makes certain suggestions for administrative reforms to make these arrangements purposeful and effective.

G.P. Srivastava, a political scientist, has contributed his analysis and suggestions for the "restructuring of the Indian political system for greater goal achievement". His is a rather broad survey of a vast subject and one would not agree with many aspects of his exposition. The political system has at times come under strain but the resilience of the people in the country has enabled us to surmount difficulties. There has been for long an ongoing debate on the subject. Srivastava's

article assumes relevance as the political milieu and system in which the administration operates largely determines its effectiveness and directions for reform.

In his article on "Administrative Reforms at the Central Level", P.K. Mattoo provides a comprehensive overview of the subject. He categorises the post-Independence era into three distinct periods, *viz.*, (i) the period of consolidation; (ii) the period of restructuring; and (iii) the period of modernisation, though he concedes a certain measure of inevitable overlap in the time frame as delineated. He concludes by identifying the emerging perspectives of administrative reforms as he visualises them. We believe that Mattoo's contribution is of considerable informative value and helps to focus attention on issues involved in the historical perspective.

B.C. Mathur approaches the subject purely with a functional angle and discusses some of the critical areas of administrative functioning where effective reform measures are most needed. These range from minister-civil servant relationship to postings and transfers, coordination of developmental efforts of block-level functionaries to re-location of offices and redrawing utilisation of space in offices. His observations certainly merit a close look to attain efficiency and efficacy in administration.

The local government in the country is in doldrums and is plagued with many inadequacies, whether it is rural and Panchayati Raj system or the urban government. The concept of local government stands fragmented. Recently, the Prime Minister has written to Chief Ministers asking them to take steps for early elections and activate the local institutions. The need for decentralisation is intrinsic to any vibrant local community from the standpoint of both self-government and effective local planning. Abhijit Datta has made a broad

survey of the rationale and strategy for local government reform in the country. His strong plea is to accord it, through political consensus, "a respectable place in the multi-level government system of the country".

In the designing of behavioural patterns in public organisations for better administrative performance, Ishwar Dayal, with his academic insights identifies three distinctive areas of significance, viz.: (i) efficiency of work; (ii) attitude towards and relations with the public; and (iii) sensitivity to environment. Training has important place in the entire scheme. In order to surmount difficulties of implementation, he lists for us, on the basis of the Korean experience, certain important points which merit our attention for improved performance of projects and programmes.

Training is an essential component of the totality of personnel management. It is a valuable tool for reforms in administration of various kinds, be they institutional, structural, procedural or behavioural. But, for this purpose, training objectives and training strategies have to be suitably designed. Training can also get routinised and become ritualistic. This is a danger which must be guarded against.

A.P. Saxena, who has a long experience of training in government as well as many other organisations, has written a comprehensive article where he identifies the main issues of both concept and relationship of administrative reforms and training. He goes into both theoretical and operational issues. He pinpoints "a wide area of conceptual commonality" between administrative reforms and training and also identifies lines of reform and training initiatives. When training at all levels and of different kinds is receiving so much attention and massive effort is to be mounted to ensure increasing effectiveness and efficiency in admin-

istration, Saxena's comprehensive contribution is of relevance to trainers as well as administrators themselves. Attention to some of the issues is likely to facilitate more meaningful training with an enduring impact on the administrative system.

The question of personnel management and unionisation among the government employees is fairly complicated, it has a number of implications and nuances in the democratic context. It is commonly accepted that confrontational situations should be avoided and arrangements for ventilation and grievances of public employees should be so worked out as to inspire confidence and smoothen the relationships which cannot be equated really with the employer-employee relations in a private organisation. Bata K. Dey, In his contribution, after explaining the meaning and significance of the conflict-management in government, traces at some length the evolution of policy and strategy for settlement of disputes since 1946-47 onwards. He also describes the objectives, structural arrangements and working of the JCM (Joint Consultative Machinery) in the country. He goes on to point out some of its insufficiencies and makes suggestions for its improvement. He concludes on a hopeful note that "like the philosophy of democracy itself, it is basically sound and healthy and under imperfect conditions of bureaucracy in India today has no substitute or alternative". As not much material is available in the Indian context, Dey's article should be of considerable information and use to those interested in this area.

Creation of administrative tribunals for service matters was a long-felt need. It was recognised in the 42nd amendment to the Constitution in 1976, but it is only now that an Administrative Tribunals Act has come into existence. Balram K. Gupta examines the Act and analyses its provisions for the benefit of the readers.

K.L. Handa discusses the various changes that have come about in the traditional pattern of financial administration in the country to meet the demands of development administration. True that adoption of system of financial advice, performance budgeting, departmentalised accounting system have brought about qualitative change, but, as he rightly concludes, serious efforts are still needed to remove the inhibiting factors and to create a climate in which the scheme of delegation of powers could operationalise smoothly. To reinforce topicality of his theme, Handa also discusses the rationale of present financial year (April-March) and votes for continuation of status quo.

Sound principles and practice of public administration depend on objective policy-making. The latter, in turn, has to be based on judicious inferences from a near chaotic mass of information and data—both primary and secondary. Compulsions of developmental needs—in terms of diversity as well as speed—have forced relating computer power to policy concern, according to Utpal Banerjee. Therefore, he argues in favour of a Computerised Management Information System to devise the needed decisions-support system. According to him, the growth of computer applications in government and public sector has been very impressive. As such, there is, he feels, a need to re-orient the bureaucracy so that the bureaucrat could discharge his new role, what he terms as 'peddler of knowledge'.

Nitish De has analysed the existing situation and has put forward an Action Plan for reforming some basic aspects of the administrative system for effective management of the poverty alleviation programmes. He has suggested a system for achieving effective integration and coordination at the national, state and grassroot levels. Among other things, he has advocated for organising special

groups of rural poor in clusters of families, which are viable enough in terms of acquiring voice, visibility, ability to draw attention of the functionaries of delivery system and capable of retaining their income-earning propensity and to steadily build up assets. He suggests making land reforms an integral part of poverty alleviation programme. Changes in evaluation mechanism and devising of a reward structure have also been suggested by him to improve the motivation of functionaries.

The importance of adequate machinery for rural development administration hardly needs any emphasis. Recently the working of the IRDP has created a good deal of debate due to its organisational weaknesses and even some policy inadequacies. The Prime Minister recently is reported to have ordered for a general review to ensure more purposive and effective performance. Kamta Prasad makes some important recommendations for a more integrated structure of rural development administration with a view to strengthening the delivery system.

Rakesh Hooja also writes on reforms needed in the field of rural development, on the basis of experiences in Rajasthan. However, his focus is on deficiencies of planning system (which cannot take note of diversified needs of beneficiaries of a project due to social, cultural, political and geographical factors), issues relating to structure, and assimilation of proper developmental approach. He suggests assigning of a more broad-based and versatile leadership role to IAS officers for better coordination of rural development programmes; he, however, does not want any change regarding those coming from technical services but argues for reduction in promotion quota of RAS officers from 33 to 25 per cent. Mukul Sanwal devotes himself to what he calls "administrative reforms for the periphery" and examines, in a comparative context, decentralisation policies for serving the

poor. The contribution reflects author's wide reading in the area of strategy and processes of decentralisation for development.

Sadasivan approaches the subject of territorial administration from a global perspective with emphasis on 'district' as the principal territorial unit for operations of government. The district evolved, more or less naturally, in accordance with the theory of local finality. Sadasivan contends that in view of vast changes due to scientific and technological progress and in the light of emergence of new political culture, the district, including its administration should undergo radical transformation in conformity with a new theory. This, to him, is necessary if district is to be transformed as an effective unit of local democracy and to facilitate realisation of democratic and developmental ambitions of the State. The ingredients of theory, in his article, need a proper logical blending to create political conviction and bureaucratic consent in favour of the change envisaged.

The district administration for historical reasons and due to close proximity with the people especially in the rural areas, is of utmost significance from the angle of any kind of improvement in our present conditions. A young IAS officer as Collector of Ahmednagar sought to make some efforts at improved working on three premises, *viz.*: (i) regulation of clerk-public contact; (ii) demystification of office procedures and accessibility of documents both to the staff and the public; and (iii) better working conditions and efficient environment, popularly called 'Lakhina experiment'. It has drawn considerable attention in the press and the public. In the April-June issue of the Journal we published material on "Reforms in the Collectorate of Ahmednagar" by the initiator of the effort for more informed discussion.

Nalini Paranjpe analyses the Lakhina

pattern in the wider context of public duties and moral obligations of government officials. Lakhina experiment is important as it shows what an individual, if well motivated and imaginative, can achieve and how much improvement we can make by imaginative use of simple tools and techniques of organisation and methods without much of resources. The problems of institutionalisation, vested interests, horizontal and vertical relationships in administration and the need for continuing research, etc., should be kept in view. It is gratifying to note the Prime Minister's interest in this experiment of administrative reforms at local levels.

Panchayati Raj institutions have undergone vicissitudes since their launching in 1952. Increasing bureaucratisation of developmental programmes minimised their importance. However, grim realities of failures in the field of poverty eradication have helped it regain its importance somewhat. S.K. Sharma discusses phases of their fluctuating fortunes and the need to imbue these with the spirit of democratic decentralisation through people's participation and realising grassroot initiative. Sharma suggests revitalisation of these institutions in the light of emerging reality and calls for a debate on evolving a new framework.

Need for effective integration and coordination of rural development programmes has been emphasised in M. L. Sudan's exposition as these are very crucial for purposive planning and implementation. He suggests an integrated system of administration at the block and district levels with adequate decentralisation of administrative and financial powers for this purpose. Among others, his suggestions regarding depoliticisation of bureaucracy and improving its morale, motivation and accountability, deserve due consideration.

Law and order administration and the police have been under great strain for

some time. Even traditionally too, they have been objects of criticism for historical or ideological reasons. The dynamics of change in the democratic perspective and political competitiveness adds to the complexity of the situation. We have four contributions on the subjects and the authors have tried to treat various aspects in the light of their experience or perception. S. Venugopal Rao dilates on some emerging trends of law and order administration. He refers to top heavy administration, the aspect of Centre-State relations in policing, inadequacies of recruitment and training, public image of the police, problem of accountability, etc. He provides a discerning analysis of the area covered.

P.D. Sharma, who has extensively written on matters relating to police, has in his own characteristic manner discussed both the dilemmas and dimensions of police reforms in India. One may not share fully his approach, but he does make some observations which would merit attention of those concerned with effecting police reforms. In his exposition of some aspects of reforms in police administration, G.C. Singhvi, with his experience of training as well as of police administration at different levels, covers a large canvas. He makes some quite unconventional suggestions which have not received adequate attention so far. He has some pertinent observations to make on public-police interface and co-ordination between different agencies of criminal justice system, including the the establishment of the Criminal Justice Commission for which he lays down a big agenda. P.D. Malaviya deals at length with what he calls a quest for structural reforms in the police and provides a wealth of information and analysis on police working.

Judiciary is the key-stone of our constitutional system. All executive action as well as laws have to conform to the requirements of legality and constitution-

ality. Judicial review is a powerful tool to facilitate sound, fair and equitable administrative action. It can accelerate or inhibit the dynamism of administration. In a wide perspective, Justice H.R. Khanna has explored the various facets of the role of judiciary in administrative reforms. He stresses the rightful role of the judiciary to act as a healthy check on abuse and misuse of authority if rule of law has to have its proper significance. Justice Khanna's stimulating analysis requires thoughtful consideration. The other allied aspect is that of reforms within the judicial system. From various forums there has been criticism from ideological, institutional and operational viewpoints. It is for the first time that recently a combined conference of the Chief Ministers and Chief Justices of High Courts was convened by the Chief Justice of India, which was inaugurated by the Prime Minister and also addressed by the Law Minister. The basic theme of it was the need for judicial reforms and how to go about it so as to strengthen the judicial effectiveness and independence. An eminent jurist, Daniel Latifi touches upon, in a thought-provoking small contribution, the nature of judicial reforms necessary for the good of the common man for our polity. A perusal of the two articles about judiciary and judicial reforms only goes to underline the need for continuing and wide-ranging discussion about judicial reforms from a long-term and wider perspective.

Administration of justice is obviously very important in any social system. But due to many obvious constraints, the administration of justice in India has hardly seen any major reforms after Independence and somehow the old system has been allowed to continue. K.S. Shukla has emphasised the need for meaningful, constructive and comprehensive thinking about the criminal justice system in the country. He has stressed on the need for better appreciation of the role played by each limb; collecting and



coordinating the available information gathered through research studies and official reports; evolving a suitable mechanism for analysing and implementing recommendations made from time to time by various official bodies; and undertaking research studies for exploring new areas and dimensions for improvement.

Institution of Ombudsman has a crucial role as custodian of objective administrative functioning in a government. R.B. Jain and Jayshree Pillai give a comparative picture about this institution in several countries—both in socialist and capitalist blocs—before describing various channels available in India for redress of citizens' grievances. Besides giving a critique on Lok Pal Bill 1985 to cater to topical interest of readers, they also give a comparative analysis of all the four Lok Pal Bills (1968, 1971, 1977 and 1985) which have so far been formulated with regard to composition, jurisdiction and work procedure.

Premanand Tripathy gives an analytical review of the early experiments and policies aimed at tribal development in a historical context and describes the aims, contents and working of the tribal sub-plan approach intended to focus on area development and problem solving. He refers to the impact of new personnel policy, monitoring and evaluation system, role of non-governmental agencies, and legislative back-up. He goes on to discuss shortcomings noticed especially in respect of coordination interlinkages, beneficiary involvement, ecological problems, identification of appropriate technology, inadequacies of organisational framework in certain geographical areas inhabited by the Scheduled Tribes, and rightly observes that efforts at improving tribal development administration naturally would take some time, before results become evident. As vital questions of equity and nation building are involved, we have to take a serious and continuing note of both the implementation and

policy aspects. It does not reflect well on administrative machinery when the Prime Minister should feel that he needed to have a first hand and detailed personal understanding of the situation in view of the woeful gap between promises and performance. This should now help us to reinforce our administrative batteries for improved performance in the interest of a deprived and disadvantaged section in our national life.

The first two decades of planned development in India had hardly made any impact on tribal areas. However, starting from the Fifth-Five Year Plan, considerable stress has been laid on the development of Tribal areas through special programmes. Speedy tribal development is of crucial importance. Bhupinder Singh has given a critique of tribal administration and has made many useful suggestions for its improvement covering integrated planning, administrative structure, financial administration, beneficiary participation and personnel policies.

In our planning process and development thrust, public sector has a significant economic and political role. Productivity in the context of limited resources and manifold claims and needs is a concept which must permeate the entire economy. But the private sector has an economic calculus of its own which would provide checks and balance. In the case of public sector, the awareness of productivity is apt to be lost as accountability process is more remote. Public sector is expected to mobilise not only further resources but also provide social direction to the economy. We are aware that public sector in our country has come under criticism for a multiplicity of reasons. The Prime Minister has sounded a note of caution so that economic performance improves and better managerial systems are devised. It is in this context that the exposition of A.N. Saxena, who takes note of the various

problems of productivity in public sector, acquires added importance.

Bhupendra Hooja, in his article, explains the extension approach for forest development and environmental preservation. According to him, in the light of the experience in Rajasthan, any strategy for desert development or controlling the process of desertification "must ultimately mean the judicious, scientific and balanced management or use of natural resources" with the help of government agencies and non-governmental organisations and by making full use of modern technological and scientific advances but keeping in view the local conditions. He analyses and suggests the measures which should help the strategies and administrative machinery in Rajasthan to become more efficient in coping with the requirements of the situation. This is an area of interdisciplinary approach and Hooja's analysis merits further exploration.

G.S. Kamat has taken another area that requires improved administrative management. This relates to personnel administration in cooperative departments and cooperative development. Cooperative movement has an important role to play in the context of planned effort for democratising and broadening the economy. Some of the ideas that he advocates require consideration in the wider context of cooperative movement in a vibrant polity and economy.

After discussing the need and concept of administrative reforms, Raul P. de Guzman, Arturo Pacheco and Ric Tan Legada have examined in their article the various institutional and organisational arrangements for planning and implementation of administrative reforms, including the requirements to support such reforms. They have focused on the processes and procedures rather than on substance of the reform itself. According to the authors, there is a discernible trend

in the strategies and measures adopted by developing countries for enhancing their capabilities for development administration and the institutional and organisational arrangements adopted by them for administrative reforms have specific features. The authors describe advantages and disadvantages of various institutional and organisational arrangements that have been adopted for administrative reforms by developing countries as well as the minimum requirements for an effective reform organisation and the behavioural dimensions of administrative reforms. The authors have put all these aspects and issues in a systematic and integrated manner which facilitate having a proper understanding of the complexity of issues involved in designing and implementing administrative reforms.

Jon S.T. Quah has made a comparative analysis of administrative reforms in ASEAN countries covering Indonesia, Malaysia, Philippines, Singapore and Thailand. He has discussed the institutional and organisational arrangements made in these countries for administrative reforms. The author has concluded that the success of administrative reforms was high in Singapore, moderate in Malaysia and low in Indonesia, Philippines and Thailand. High success of administrative reforms in Singapore was because all pre-requisites required for the same were met, including strong political support and sponsorship.

Mohammed Mohabbat Khan has dealt with the efforts of Bangladesh Government to reform its administrative system. His exposition contains the terms of reference and membership of various commissions/committees appointed for the purpose, methods of their working, their major findings and recommendations and the extent to which these have been implemented.

O.P. Dwivedi, in his reflections on administrative reforms in Canada, has

discussed the history and results of administrative reforms in Canada mainly from 1960 onwards which he calls as 'the golden era' of administrative reforms in Canada. He has discussed major recommendations made by the Glassco Commission, the Lambert Commission and the D'Avignon Committee on Personnel Management and the action taken by the Canadian Government on these. It brings out the strong political will and support of the Canadian Government to administrative reforms. As a result, extensive administrative reforms have taken place in Canada in the fields of : (a) accountability to Parliament, (b) policy and expenditure management system, (c) strategic planning and performance review at the department/agency level, and (d) establishment of management category for senior public servants.

In addition to the articles, we are giving some useful information on administrative reforms in eight States and three Union Territories in the country. We are also reproducing extracts from P.R. Dubhashi's Dr. John Mathai Endowment Lecture 1985 on administrative reforms.—*Reproduced from the Editorial.*

#### AGRICULTURAL CREDIT

PANDEY, U.K., K.S. SUHAY and V.P. MANOCHA. Structure and flows of agricultural cooperative credit in India. *Agricultural Situation in India*, 40(5) Aug. 85, p. 381-91.

#### AGRICULTURAL DEVELOPMENT

ALEXANDER, K.C. Agricultural development and social transformation. *Journal of Rural Development*, 4(5) Sept. 85, p. 565-613.

KAINTH, G.S. and R.S. BAWA. Himachal Pradesh : performance and strategy for development. *Agricultural Situation in India*, 40(4) July 85, p. 251-6.

VAIDYANATHAN, A. Aspects of agricultural development policy. *Mainstream*, 24(8) 26 Oct. 85, p. 9-10, 30-3.

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BROWN, HUBERT O. Teachers and the rural responsibility system in the People's Republic of China. *Asian Journal of Public Administration*, 7(1) June 85, p. 2-17.

TIWARI, B.P. Higher education in agriculture. *University News*, 23(9) 16 Oct. 85, p. 4-5.

#### AGRICULTURAL MARKETING

RAJAGOPAL. Economics of linseed marketing in Madhya Pradesh—a case study. *Agricultural Situation in India*, 49(4) July 85, p. 265-7.

SUKHDEV SINGH. Emerging problems of agricultural marketing in Punjab. *Agricultural Situation in India*, 40(5) Aug. 85, p. 363-7.

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DASS, PRAFULLA K. Cost-benefit analysis of pepper cultivation in Kerala under ideal management. *Agricultural Situation in India*, 40(5) Aug. 85, p. 397-400.

DEV, S. MAHENDRA. Direction of change in performance of all crops in Indian agriculture in late 1970s : a look at the level of districts and agro-climatic regions. *Economic and Political Weekly*, 20(51 & 52) 21-28 Dec. 85, p. A130-6.

NARAIN, P., R.K. PANDEY and S. SARUP. On foodgrains production projections. *Agricultural Situation in India*, 40(5) Aug. 85, p. 353-8.

RIJAL, MINENDRA PRASAD. Technological change, its diffusion and agricultural productivity in Nepal. *Public Administration Journal*, 7(1) May 85, p. 26-44.

SANGWAN, S.S. Dynamics of cropping pattern in Haryana : a supply response analysis. *Developing Economics*, 23(2) June 85, p. 173-86.

SEN, S.R. A strategy for our small farms. *Indian Economic Review*, 20(1) Jan.-June 85, p. 143-58.

#### AGRICULTURE AND STATE

CHAUDHURY, AJIT K. and KALYAN K. SARYAL. Interaction between trading capital and productive capital in agriculture under uncertainty. *Economic and Political Weekly*, 20(39) 28 Sept. 85, p. A-98-101.

SUBBARAO, K. State policies and regional disparity in Indian agriculture. *Development and Change*, 16(4) Oct. 85, p. 523-46.

#### AGRICULTURE AND TECHNOLOGY

KUEH, Y.Y. Technology and agricultural development in China : regional spread and inequality. *Development and Change*, 16(4) Oct. 85, p. 547-70.

#### AGRICULTURE, COOPERATIVE

CHOE, YANG BOO and KI-WHAN CHUNG. Village receiving system and group farming practice : case studies in the Republic in Korea. *Regional Development Dialogue*, 6(1) Spring 85, p. 104-36.

#### ARCHITECTURE

GROVER, SATISH. Architecture in India : past and present. *Indian and Foreign Review*, 22(24) 15 Oct. 85, p. 7-8, 24-7, 30.

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MEHTA, JAYA. Theory of pricing in

socialist countries. *Economic and Political Weekly*, 20(38) 21 Sept. 85, p. 1625-6.

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ANBALAHAN, K. and N.V. RAO. Leasing and banking : some issues. *Journal of the Indian Institute of Bankers*, 56(1) Jan.-Mar. 85, p. 13-20.

BHATTACHARYAY, BISWAN. Indian banks must improve competitiveness. *Capital*, 195(4817) 28 Oct. 85, p. 41-4.

EICHENGREEN, BARRY, MARK W. WATSON and RICHARD S. GROSSMAN. Bank rate policy under the interwar gold standard: a dynamic profit model. *Economic Journal*, 95(379) Sept. 85, p. 725-45.

JOSHI, NAVIN CHANDRA. Creating bank's financial viability. *Democratic World*, 15(1) 5 Jan. 85, p. 12-13.

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NAGRAJA, B. Commercial banks and rural artisan. *Kurukshetra*, 33(12) Sept. 85, p. 39-40, 42.

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SAH, D.C. Community biogas plants: economic evaluation. *Artha Vijnana*, 27 (2) June 85, p. 169-82.

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BROWN, CAROLYN HENNING. The

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SHARAT KUMAR, M. VELUMURGHAN and DEBABRATA DAS. Family welfare, a voluntary affair. *Yojana*, 29(21) 16 Nov. 85, p. 16-17, 21.

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GAURI SHANKAR, V. Budget reforms. *Management in Government*, 16(4) Jan.-Mar. 85, p. 431-56.

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#### BUDGET—PROCEDURE

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#### BUDGET, CAPITAL

KLAY, WILLIAM EARLE. The organizational dimension of budgetary forecasting: suggestions from revenue forecasting in the states. *International Journal of Public Administration*, 7(3) Sept. 85, p. 241-65.

#### BUDGET, MUNICIPAL

NEWTON, K. Why local budgets grow. *Planning and Administration*, 12(1) Spring 85, p. 7-15.

#### BUDGETARY CONTROL

DALEY, DENNIS M. Control, management, and planning: a state-level replication of the Friedman study of budget practices. *International Journal of Public Administration*, 7(3) Sept. 85, p. 291-304.

#### BUREAUCRACY

HARPER, JIM. The implications for a bureaucracy of responding to special group needs. *Public Sector*, 8(3) Sept. 85, p. 3-14.

What is bureaucracy? What are the pressures on it? How can it adapt? This article seeks to answer these and other questions by first examining theoretical considerations, then relating these to the experience of the Department of Health in responding to its Maori clients.

This article was originally submitted as

a paper for the degree of Master of Public Policy at Victoria University.

PALMER, MONTE (Florida State Univ.), EL SAYEED YASSIN (Al Ahram Centre for Political and Strategic Studies, Cairo) and ALI LEILA (Ein Shams Univ., Cairo). Bureaucratic flexibility and development in Egypt. *Public-Administration and Development*, 5(4) Oct.-Dec. 85, p. 323-37.

A survey of 825 Egyptian civil servants in a sample drawn from the Ministries of Social Affairs and Industry and Egyptian Aluminium Corporation was made to test propositions explaining alleged excessive rigidity in the Egyptian bureaucracy. These propositions related to centralization, the reluctance of subordinates to accept responsibilities, and excessively impersonal communication patterns. Survey results confirm that supervisory officials do tend to resist the delegation of authority. A majority of subordinate officials do shun responsibility. Informal patterns of communication, especially vertically between superiors and subordinates are rigid. These findings reflect poorly on the developmental capacity of the Egyptian bureaucracy.—*Reproduced*.

#### CABINET SYSTEM

ARTER, DAVID. Government in Finland: a 'Semi-Presidential System'? *Parliamentary Affairs*, 38(4) Autumn 85, p. 472-95.

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DUA, BHAGWAN D. Federalism or patrimonialism: the making and unmaking of chief ministers in India. *Asian Survey*, 25(8) Aug. 85, p. 793-804.

#### CAPITALISM

EAGLETON, TERRY. Capitalism,

modernism and postmodernism. *New Left Review*, (152) July-Aug. 85, p. 60-73.

#### CAREER SERVICE

BHATIA, S.K. Career management—a two way process. *Indian Management*, 24(11) Nov. 85, p. 35-8.

FOXMAN, LORETTA D. and WALTER L. POLSKY. Career counsellor. *Personnel Journal*, 64(9) Sept. 85, p. 26-7.

HESTERMAN, ELLEN W. and CARL C. FARRINGTON. Developing professional employees: a manager's guide. *Personnel*, 62(11) Nov. 85, p. 22-31.

PORTWOOD, DEREK. Careers and redundancy. *Sociological Review*, 33(3) Aug. 85, p. 449-68.

#### CHILD LABOUR

SHIVJI, ISSA. Law and conditions of child labour in colonial Tanganyika, 1920-1940. *International Journal of the Sociology of Law*, 13(3) Aug. 85, p. 221-35.

#### CHILD WELFARE

MECKEL, RICHARD A. Protecting the innocents: age segregation and the early child welfare movement. *Social Service Review*, 59(3) Sept. 85, p. 455-75.

WIDGE, M.K. Child welfare programmes in the Five Year Plans. *Social Welfare*, 32(8-9) Nov.-Dec. 85, p. 2-6, 12.

#### CITIES AND TOWNS

SHI-MOU, YAO, SHEN DAOQI and ZHANG FU-BAO. The development of small cities and towns in China. *Planning and Administration*, 12(1) Spring 85, p. 91-6.

#### CITIZEN PARTICIPATION

MOU, DANIEL. Science, technology and expertise as ideology: towards a dramatic framework for analysis of public participation. *Political Science Review*, 23(1-2) Jan.-June 84, p. 78-104.



## CITY PLANNING

BENTHAM, C.G. Which areas have the worst urban problems. *Urban Studies*, 22(2) Apr. 85, p. 119-31.

BRETT-CROWTHER, M.R. Urban renewal in the Indian subcontinent. Round Table, (296) Oct. 85, p. 348-59.

CHAKRAVARTY, SUBASH. Architecture and politics in the construction of New Delhi. *Man and Development*, 7(2) June 85, p. 139-61.

EGAN, MARY LOU. Setting priorities in African urban development: the case of secondary cities in Senegal. *Planning and Administration*, 12(1) Spring 85, p. 61-74.

GITTELL, MARILYN. The American city: a national priority or an expendable population? *Urban Affairs Quarterly*, 21 (1) Sept. 85, p. 13-19.

JAMES, JOSEF. Urbanisation: some methodological issues. *Madras Development Seminar Series Bulletin*, 15(12) Dec. 85, p. 26-34.

RAJADHYAKSHA, N.D. Large cities and urban policy. *Quarterly Journal of Local Self-Government Institute*, 56(2) July-Sept. 85, p. 154-9.

The author is of the view that our urban policy should aim at avoiding dangerous urban development. The author has suggested the following guidelines for future urban policy: (1) The first goal should be to banish poverty, (2) There should be the concept of urban balance and bring pressure on the state governments which are concerned with the formulation of public policies to accept it, (3) The central and state governments should take interest in the movement of people who are driven by poverty to seek asylum in a metropolitan city. (4) The central government should pursue a deliberate policy of restoring

the fiscal vitality of the urban governments of large cities. (5) Assistance from International Foundations should be made available for planning and programming the projects of large cities. (6) The quality of urban environment should be the primary concern in determining any future urban policy.

REITZES, DONALD C. Downtown orientations: an urban identification approach, *Journal of Urban Affairs*, 7(2) Spring 85, p. 29-46.

## CIVIL SERVICE

BELLOWS, THOMAS J. (Univ. of Texas San Antonio). Bureaucracy and development in Singapore. *Asian Journal of Public Administration*, 7(1) June 85, p. 55-69.

During the past two decades the civil service is the key institution in Singapore's development strategy. It is primarily responsible for drafting and promoting many of the governments' policies and programmes. Entry and promotion tenure are based on merit. The Establishment Unit was established in December 1975 to review the performance record and assignment of the highest civil service level and the result was that talented persons were spotted at the top. Corrupt Investigation Bureau was established to erase bribery, corruption, inefficiency and also prevents civil servants from using their official positions for personal financial gain. The author is of the view that this institution has served to eliminate corruption and inefficiency and it is one important reason why Singapore has the most honest, dedicated, sincere and efficient civil service in Asia.

GURDON, MICHAEL A. (Univ. of Vermont). The emergence of co-determination in Australian government employment. *International Labour Review*, 124(4) July-Aug. 1985, p. 465-78.

The movement towards co-determination in the Australian public service has gained speed and coherence since the election of the Labour Government in 1983 and the passage of the Public Service Reform Act 1984. The economic and political environment, institutional changes, and a shift in societal values have all played a part. While the Australian model owes something to co-determination systems elsewhere, it is firmly rooted in local traditions; and having been pushed for by the unions, sanctioned by law, and supported by the employer, it looks healthy at present. Whether it can survive will depend on how the opportunities and challenges it has created are handled.—*Reproduced.*

**PRACHYAPRUIT, TIN.** (Chulalong Korn Univ.). Sociological characteristics, personnel practices and development—orientedness of Thai civil servants: an empirical test. *Asian Journal of Public Administration*, 7(1) June 85, p. 36-54.

The article is an attempt to identify the following forces which have influenced or hampered national, economic and social development in Thailand: (1) the deficiency of the national, economic and social development plans themselves; (2) defective administrative structure and practices; and (3) the sociological characteristics or values of the civil servants who implement the plan. The author is of the view that there is still room for improvement in Thailand's personnel policies in order to achieve the national development.

**THOMAS, DAVID.** How much are civil servants worth? *Bulletin*, 5(6) June 85, p. 90-2.

There is an overall impression that manpower cuts in UK Government has gone too far and has resulted in a net loss of revenue and in the case of public welfare departments, the quality of service has deteriorated.

**TIMMINS, WILLIAM M.** (Brigham Young Univ.). Conflicting roles in personnel boards: adjudication vs. policy making. *Public Personnel Management*, 14(2) Summer 85, p. 191-204.

Most civil service systems, or merit systems, in the United States are still administered by lay personnel boards, typically three or five community-spirited persons, who serve without compensation (other than actual expenses) and on a part-time basis. Such lay personnel boards typically play dual roles: both making personnel policy and then adjudicating the disputes that arise under such policies. Inevitably the dual role produces some conflicts. Such conflict suggests to some viewers the critical need to separate the policy making and adjudicatory roles of personnel boards (which was done in the 1978 Civil Service Reform Act, and at some state levels). Others see the tension which exists between roles as an asset. This paper explores various points of view on this issue and documents at least three specific state or municipal case studies of what is working now.—*Reproduced.*

**WASS, DOUGLAS.** The civil service at the crossroads. *Political Quarterly*, 56(3) July-Sept. 85, p. 227-41.

#### COALITION GOVERNMENTS

**WALLACE, HELEN.** Negotiations and coalition formation in the European Community. *Government and Opposition*, 20(4) Autumn 85, p. 453-72.

#### COLLECTIVE BARGAINING

**CULLEN, DONALD E.** Recent trends in collective bargaining in the United States. *International Labour Review*, 124(3) May-June 85, p. 299-322.

#### COLLEGE PROFESSORS AND INSTRUCTORS

**VERMA, D.P.** Good teacher eclipsed.

University News, 23(39) 16 Oct. 85, p. 2-3, 5.

### COLLEGES AND UNIVERSITIES

ADISESHIAH, MALCOLM S. Some thoughts on the role of AIU (All India Universities) in higher education. University News, 23(44) 23 Nov. 85, p. 5-7.

KAPLAN, EILEEN. College recruitment: the view from both sides. Personnel, 62 (11) Nov. 85, p. 44-8.

SATYA SUNDARAM, I. Academic freedom: ideas and illusions. University News, 23(43) 16 Nov. 85, p. 7-8.

SHAH, MADHURI R. Role of AIU (All India Universities) in higher education. University News, 23(44) 23 Nov. 85, p. 2-4.

SINGH, K. JAGJIT. Financial management of colleges: issues and suggestions. EPA Bulletin, 8(1&2) Apr. and July 85, p. 26-39.

VACHASPATI. Discipline, cognate and inter-disciplinary subjects and courses. Mainstream, 24(8) 26 Oct. 85, p. 4-7.

### COMMUNICATIONS

BHUPINDER SINGH. Strategy to communicate with the underprivileged. Management in Government, 16(4) Jan.-Mar. 85, p. 457-62.

JOSHI, P.C. Communication and nation building perspective and policy. Monthly Public Opinion Survey, 30 (11&12) Aug.-Sept. 85, p. 18-28.

MAZUMDAR, AUROBINDO. Tribal communication—a case study of Arunachal Pradesh. Vidura, 22(4) Aug. 85, p. 195-200.

NAYAK, RAJENDRA KUMAR. A socio-legal philosophy of communication for the Third World. Vidura, 22(4) Aug. 85, p. 205-12.

### COMMUNITY DEVELOPMENT

DOMMEL, PAUL R. The evolution of community development policy. Journal of the American Planning Association, 51(4) Autumn 85, p. 476-8.

### COMMUNITY LIFE, URBAN

SAINI, N.S. An approach to urban development in India. Journal of the Institute of Town Planners, 3(3) Dec. 84, p. 10-18.

### COMPUTERS

DAVID, FRED R. Computer assisted strategic planning in small business. Journal of Systems Management, 36(7) July 85, p. 24-33.

GAIT, JASON. An aspect of aesthetics in human-computer communications: pretty windows. IEEE Transactions on Software Engineering, 11(8) Aug. 85, p. 714-17.

HOBSON, TERRY. Implementing information technology in a county. Local Government Chronicle, (Supplement) 14 June 85, p. 35-6.

HODSON, A., A.P. MUHLEMANN and D.H.R. PRICE. A microcomputer based solution to a practical scheduling problems. Journal of the Operational Research Society, 36(10) Oct. 85, p. 903-14.

KAPOOR, S.K. Videodisc technology: its potential for information storage and retrieval. IASLIC Bulletin, 29(3) Sept. 84, p. 113-17.

LANGENDORI, RICHARD. Computers and decision making. Journal of the American Planning Association, 51(4) Autum 85, p. 422-33.

LEVINE, NED. The construction of a population analysis program using a microcomputer spreadsheet. Journal of

the American Planning Association, (51)4 Autumn 85, p. 496-511.

PURKAVASTHA, P. Computer policy and a policy of computerisation. *Social Scientists*, 13(7-8) July-Aug., 85, p. 72-81.

SACHDEVA, R.K. Computerized financial information system—a study. *Indian Management*, 24(11) Nov. 85, p. 25-8.

SAPRU, I.N. Computers : mini revolution in the offing. *Capital*, 195(Annual No.) 85, p. 77-82.

SHENDE, M.S. Introduction of computer pre-printed tickets. *Journal of Transport Management*, 9(11) Nov. 85, p. 16-19.

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THOMAS, RICHARD. Wider horizons for computer aided design. *Computer Age*, (4)1 Oct. 85, p. 30-2.

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#### COOPERATION

DERRICK, PAUL. Workers' cooperatives in Australia. *International Cooperative Information*, 78(2) 85, p. 21-6.

OKEREKE, O. and J.I. MERENI. Cooperative education and training at the grassroots in Nigeria. *Public Administration and Development*, 5(3) July-Sept. 85, p. 219-33.

#### COOPERATIVE SOCIETIES

BLOMQUIST, KAJ. Cooperative enterprise and new relationships between capital and labour. *Annals of Public and Cooperative Economy*, 56(1-2) Jan.-June 85, p. 93-110.

#### CORRUPTION

HEINECKE, P. Towards an analysis of corruption in the Nigerian public service.

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#### COST-BENEFIT ANALYSIS

GHOSH, A. Cost-benefit analysis in development planning. *Capital*, 195(4815) 14 Oct. 85, p. 48-51.

LAY, PETER M.W. Beware of the cost/benefit model for IS (Information Systems) project evaluation. *Journal of Systems Management*, 36(6) June 85, p. 30-5.

#### CRIME

BAWA, P.S. Police and public co-operation against crime. *Police Research and Development*, (2) July-Sept. 84, p. 1-6.

KANNUPILLAI, V. The operational research and the investigation of crime. *Police Research and Development*, (1) Jan.-Mar. 85, p. 11-14.

KRISHNA, K.P. Motive behind murder in India. *C.B.I. Bulletin*. 19(7) July 85, p. 3-4.

MACFARLANE, BRUCE A. Confiscating the fruits of crime. *Royal Canadian Mounted Police Gazette*, 47(10) 85, p. 1-11.

SINGH, UDAI PRATAP and others. Extraversion, neuroticism and criminality: a comparative study of different criminal groups. *Indian Journal of Social Work*, 46(2) July 85, p. 259-66.

#### DAIRY PRODUCTS

GEORGE, SHANTI. Operation flood and rural India: vested and divested interests. *Economic and Political Weekly*, 20(49) 7 Dec. 85, p. 2163-70.

PANWAR, J.S. Cooperative milk marketing in Rajasthan: a study. *Kurukshetra*, 33(12) Sept. 85, p. 34-5.

#### DAMODAR VALLEY CORPORATION

JAISWAL, N.K., A.P. PURANDARE and A.K. JAISWAL (NIRD Hyderabad). People's participation in watershed

management : a case study of DVC. *Journal of Rural Development*, 4(4) July 85, p. 409-40.

The purposes of this paper are : (a) to study the process of project formulation, identification and planning of selected watershed projects; (b) to study the awareness of people residing in the watersheds about the purpose and gains through the projects; (c) to study the nature of involvement of people (individuals as well as local institutions) in the process of planning and implementation of development activities in the watersheds and also in the maintenance of assets created through the project activity; and (d) to study the factors influencing people's participation in watershed projects and to suggest suitable strategies for ensuring their participation.

#### DECISION MAKING

TEJA, J.S. Decision-making through negotiations. *International Studies*, 22(3) July-Sept. 85, p. 239-64.

#### DEMOCRACY

KAMLIN, MOHAMMAD. Direct democracy or people's power : the thoughts of Muammar Qathafi. *Round Table*, (296) Oct. 85, p. 319-27.

SURENDRA MOHAN. Restore democracy in Jammu and Kashmir. *Janata*, 40(13) 3 Nov. 85, p. 7, 15.

#### DEVELOPMENT ADMINISTRATION

BRINKERHOFF, DERICK W. and RUDI KLAUSS. Managerial roles for social development management. *Public Administration and Development*, 5(2) Apr.-June 85, p. 145-56.

#### DISASTERS

LAMBRIGHTS, W. HENRY and JANE A. HECKLEY. Policy making for emerging technology : the case of earthquake prediction. *Policy Sciences*, 18(2) Nov. 85, p. 227-40.

#### DISTRICT ADMINISTRATION

DUTT, R.C. Restructuring district administration. *Mainstream*, 24(13 & 14) 30 Nov. 85, p. 72-3.

SINGH, ABHIMANYU (Govt. of Bihar Secretariat, Patna). Changing role of the District Office. *Administrative Change*, 11(1) July-Dec. 83, p. 31-44.

The role of District Officer is unique. He is not only the head of law and order and revenue administration but also challenging responsibilities to attend to the tasks of development administration. In some states the institution of District Officer has been deprived of developmental and judicial functions. The author is of the view that it is not a wise step to weaken this institution and there is an urgent need to take institutional measures to enhance its effectiveness.

#### DIVORCE

DURST, PAMELA LANDES, NANCY VOIGT WEDEMEYER and LOUIS A. ZURCHER. Parenting partnerships after divorce : implications for practice. *Social Work*, 30(5) Sept.-Oct. 85, p. 423-8.

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Public enterprises can succeed in achieving their basic objectives through efficiency alone. Efficiency is to be brought about from various sides such as productivity efficiency, business efficiency and human efficiency. Each of these 'efficiencies' on the other hand depended on other factors on which the organisation may or may not have controls. However, the public enterprises may not always be guided by purely commercial aims due to their pre-set socio-economic objectives. As a result, sometimes earning of profits become secondary issue. In practice, however, in competitive markets, profits-making cannot be totally abandoned. This importance to a proper pricing policy of the public sector is to make them self-financing units. Such type of business efficiency has got a direct bearing on the productive efficiency and human efficiency. The paper deals with the inter-linkages of each of these factors and tries to bring a coordinated approach which may help in achieving operational efficiency.—*Reproduced*

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commensurate with the national needs. The industrial policy resolutions/state-ments did not specify any nationalisation policy. Of late, there is some thinking on denationalisation of terminally sick PEs, and questions have been raised about the desirability for the government to go into highly competitive non-essential areas. The author says that if economic development is the primary objective, a pragmatic view of the situation is required.—*Reproduced.*

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scene and future demand. *Journal of Transport Management*, 9(9) Sept. 85, p. 21-31.

TAPPY, P. Trolley bus or motor bus in urban traffic. *Journal of Transport Management*, 9(11) Nov. 85, p. 22-7.

### MUNICIPAL EXPENDITURES

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LOEHMAN, EDNA and ROBERT EMERSON. A simultaneous equation model of local government expenditure decisions. *Land Economics*, 61(4) Nov. 85, p. 419-32.

In this paper, the authors make explicit the simultaneity of public service quality and tax decisions. A simultaneous model of local government expenditure decisions is given in which taxes, quality of service, and total budget are simultaneously determined from supply conditions, demand factors, and revenue constraints.

SMITH, PETER and JOHN STEWART. Local authority expenditure targets. *Local Government Studies*, 11(4) July-Aug. 85, p. 21-41.

WISH, NAOMI BAILIN (Seton Hall Univ. South Organ., N.J.). The impact of governmental structure and expenditures on the quality of life in urban areas. *International Journal of Public Administration*, 7(3) Sept. 85, p. 305-28.

Despite the obvious complementarity in their objectives, public policy and quality of life or social indicators research have been done in mutual isolation. The integration of these streams of research offers policy analysts an alternate method for measuring impacts. Using this approach the current study focuses on two questions: (1) Are variations in municipal structure related to policy outputs, i.e., municipal expenditures? (2)



Are variations in municipal structures and overall targeted municipal expenditures related to the general quality of life in municipalities and the quality of specific services?

The sample for this study includes the central cities of the sixty-five most populated SMSAs in the United States. Pearson Product Moment correlational and crosstabulational techniques were used to examine these relationships. The results indicate that council manager systems tend to spend less than mayor council systems, yet in some ways, offer a better quality of life. Differences in size and regional location were investigated by factor analysis as possible influences in this regard.—*Reproduced.*

#### MUNICIPAL FINANCE

KOPARDEKAR, H.D. (AIILS, Bombay). Implementation of municipal development projects and preparation of municipal five-year plans. *Quarterly Journal of the Local Self-Government Institute*, 56(2) July-Sept. 85, p. 146-53.

The author lays stress on greater allocations for the development of urban areas. He has also shown guidelines about the best manner in which the municipal bodies should draw up their projects. The author is of the view that unless we adopt bold steps to secure financial assistance it will be very difficult to make significant headway in this matter.—*Reproduced.*

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#### MUNICIPAL GOVERNMENT

DE ALBORNOZ, BEATRIZ O. The municipalities and local planning. *Planning and Administration*, 12(2) Autumn 85, p. 32-5.

#### MUNICIPAL GOVERNMENT— LEGISLATION

BOSS, KALIPADA. Bengal Municipal (Amendment) Act, 1980—a new axe on the middle class. *Modern Review*, 148(1& 2) Jan.-Feb. 84, p. 28-32.

#### MUNICIPAL GOVERNMENT— MANAGER PLAN

KEMP, ROGER L. The council-manager form of government in the United States. *Local Government Studies*, 11(5) Sept.-Oct. 85, p. 10-17.

The author in this article, describes the different forms of local government in the United States, outlines the history of the council-manager form of municipal government, including its success and popularity, examines the duties of a typical city manager, and analyses the factors that should be taken into consideration before implementing a desirable plan to manage a city—regardless of what form it takes.

#### MUNICIPAL SERVICES

BUTLER, EAMONN. Contracting out municipal services: fading official interest, growing public concern. *Local Government Studies*, 11(6) Nov.-Dec. 85, p. 5-8.

EVANS, COLIN. Privatization of local services. *Local Government Studies*, 11(6) Nov.-Dec. 85, p. 97-110.

MAURIN, WILLIAM J. Contracting as a method of enhancing equity in the local government services. *Journal of Urban Affairs*, 7(2) Spring 85, p. 1-10.

MINOGUE, MARTIN and JEREMY O'GRADY. Contracting out local authority services in Britain. *Planning and Administration*, 12(1) Spring 85, p. 82-90.

#### NAIDU, SAROJINI—CRITICISM AND INTERPRETATION

ALEXANDER, MEENA. Sarojini Naidu:

romanticism and resistance. *Economic and Political Weekly*, 20(43) 26 Oct. 85, p. WS68-71.

### NEHRU, JAWAHARLAL—CRITICISM AND INTERPRETATION

BUULTJENS, RALPH. Nehru: nation-builder, world statesman. *Mainstream*, 24(11&12) 16 Nov. 85, p. 11-12.

RANGANATHAN, A. Nehruvian humanism what it is? *Yojana*, 29(21) 16 Nov. 85, p. 13-15.

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PEBLEY, ANNE R. and OTHERS. Intra-uterine mortality and maternal nutritional status in rural Bangladesh. *Population Studies*, 39(3) Nov. 85, p. 425-40.

SUKHATME, P.V. Protein and energy requirements; a reply to Rand and Scrimshaw. *Economic and Political Weekly*, 20(44) 2 Nov. 85, p. 1892-4.

### OMBUDSMEN

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CRAYTHORNE, D.L. A municipal ombudsman for Capetown. *SAIPA, Journal of Public Administration*, 20(3) Sept. 85, p. 129-33.

KAUSHIK, S.L. and PARDEEP SAHNI. (Punjabi Univ. Patiala). Redressal of citizen's grievances: a case study of Ludhiana district is Punjab. *Public Administration Journal*, 7(1) May 85, p. 1-13.

The present paper seeks to analyse

the mechanism for the redressal of citizens' grievances at the district level with special reference to Ludhiana district in the state of Punjab. It is an overall impression that the present District Grievances committee has not come to the expectation of the general public of Ludhiana on account of the status of the Public Grievances Officer, higher officials' intervention, delaying court procedures and political interferences. There is an urgent need to nominate sincere, honest, devoted and capable persons in the committee.

### ORGANISATION

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BHATNAGER, P.S. Japanese management: the new organisational culture. *Public Administration Journal*, 7(1) May 85, p. 14-25.

CHATTOPADHYAY, GOURANGA P. Some speculations on the unconscious roots of organisational culture. *Management and Labour Studies*, 10(4) Oct. 85, p. 169-83.

KILMANN, RALPH H. Managing all barriers to organizational success. *Training and Development Journal*, 39(9) Sept. 85, p. 64-72.

KNOX, JAMES E. and JULIAN C. NAJERA. Establishing a public affairs office in the federal government. *Public Personnel Management*, 14(2) Summer 85, p. 173-9.

SHARMA, V.K. Team building—an experience. *Indian Management*, 24(11) Nov. 85, p. 19-23.

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#### PARLIAMENTARY GOVERNMENT

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#### PERSONNEL

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MURTHY, BETTY SOUTHARD, WAYNE E. BARLOW AND D. DIANE HATCH. Manager's newsfront: a news report for personnel professionals. *Personnel Journal*, 64(9) Sept. 85, p. 22-3.

#### PERSONNEL-EMPLOYEE ASSOCIATIONS

OKAFOR, AMOS N. Labour relations update: white-collar unionization: why and what to do. *Personnel*, 62(8) Aug. 85, p. 17-21.

#### PERSONNEL—SERVICE RATING

LARSON, JAMES R., Jr. and YITZCHOK SKOLNIK. The effect of giving informal performance feedback on subsequent formal memory-based performance evaluations. *Journal of Applied Social Psychology*, 15(5) 85, p. 428-42.

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#### PERSONNEL, PUBLIC

ABRAMSON, MARK A. The public manager and excellence. *Bureaucrat*, 14 (3) Fall 85, p. 9-13.

AHMAD, SYED GIASUDDIN. (Univ. of Dhaka, Dhaka). Personnel administration in Bangladesh—a study against a prescriptive model. *Administrative Change*, 11(1) July-Dec. 83, p. 45-70.

The present article has two primary objectives. First, to suggest a prescriptive model for public personnel organization incorporating recommendations culled from the relevant literature as well as lessons drawn from recent developments in this area of public administration; second, to assess the system of personnel organization in Bangladesh against the normative standard postulated in the prescriptive model.

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STEEL, BRENT S. Participative performance appraisal in Washington: an assessment on post-implementation receptivity. *Public Personnel Management*, 14(2) Summer 85, p. 153-71.

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LOVEDAY, BARRY. Joint authorities for police. Local Government Studies, 11(4) July-Aug. 85, p. 13-20.

MAHANTA, J. and V.K. KATHPALIA. Police hierarchy and personality. Police Research and Development, (4) Oct.-Dec. 84, p. 1-2.

ORUENE, T.O. The Nigeria police and security: with special reference to armed robbery. Police Journal, 58(4) Oct.-Dec. 85, p. 308-22.

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SPENCER, SARAH. The weakness of police authorities and the case for reform. Local Government Studies, 11 (6) Nov.-Dec. 85, p. 31-4.

THOMPSON, K.O. Community policing in New Zealand, Public Sector, 8(3) Sept. 85, p. 20-30.

WADDINGTON, P.A.J. Keeping order in the streets. New Society, 47(1191) 25 Oct. 85, p. 151-2.

#### POLICE—COMMUNITY RELATIONS

FORGET, MARTHA. The Cornwall police hand: police/community relations on a positive note. Royal Canadian Mounted Police Gazette, 47(9) 85, p. 15-16.

#### POLICY SCIENCES

TORG ERSON, DOUGLAS. (Trent Univ., Peterborough, Ontario). Contextua

orientation in policy analysis: the contribution of Harold D. Lasswell. Policy Sciences, 18(3) Nov. 85, p. 241-61.

Criticized for its generally positivist and technocratic orientation, the literature of public policy analysis has begun to generate proposals that would create a convergence between the field and the wider movement for a post-positivist restructuring of social inquiry, ironically, critics have often focused on 'policy science' as the epitome of positivism and technocracy, giving little attention to the actual position of the figure responsible for the term—Harold D. Lasswell. Centering on Lasswell's key concept of contextual orientation, this article argues that despite positivist influences, he developed an approach to inquiry and a proposal for policy science profession which together clearly transcend positivism and technology which, indeed, anticipate recent postpositivist proposals. Implications for policy analysis of a project of contextual orientation are also considered along with problems in Lasswell's focus on professionalization.—*Reproduced.*

#### POLITICAL PARTIES

CHANDRA SHEKHAR. Challenges before the Janata Party. Janata, 40(13) 20 Oct. 85, p. 9-12.

#### POLITICAL SCIENCE

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MCNAMARA, ROBERT S. The mounting pressures of population growth in Africa. *Monthly Commentary on Indian Economic Conditions*, 27(3) Oct. 85, p. 17-18.

PATHAK, K.B. and P.K. MURTHY. A study of growth, concentration and redistribution of population in Orissa. *Indian Journal of Social Work*, 46(2) July 86, p. 217-22.

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ASIAMA, SETH OPUNI. The rich slum-dweller: a problem of unequal access. *International Labour Review*, 124(3) May-June 85, p. 353-82.

DANZIGER, SHELDON, PETER GOTTSCHALK and EUGENE SMOLENSKY. The effects of unemployment and policy changes on America's poor. *Journal of Social Policy*, 14(3) July 85, p. 313-31.

GARFINKEL, IRWIN. Years of poverty, years of plenty: an essay review. *Social Service Review*, 59(2) June 85, p. 283-94.

JOSHI, P.C. Crossing poverty barrier: need for mass-oriented approach. *Mainstream*, 24(17) 28 Dec. 85, p. 9-12.

KALIA, H.R. Coat vis-a-vis 'Garibi'. *Agricultural Situation in India*, 40(5) Aug. 85, p. 393-5.

O' CINNEIDE, SEAMUS. Poverty and policy: North and South. *Administration (Ireland)*, 33(3) 85, p. 378-417.

PADMANABHAN, V. Rural poverty and group action. *Sarvodaya*, 33(5&6) Nov.-Dec. 85, p. 179-87.

PATNAIK, UTSA. Profit-inflation, poverty and employment in the context of capitalist development. *Social Scientists*, 13(9) Sept. 85, p. 16-30.

PRASAD, ANUBHUTI RAJAN. Planning for poverty alleviation. *Yojana*, 29(20) 1 Nov. 85, p. 25-30.

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RAM KRISHAN. What lacks in block level planning! *Yojana*, 29(17) 16 Sept. 85, p. 9-12; 29(18) 1 Oct. 85, p. 17-19.

SANWAL, MUKUL. 'Garibi hatao': improving implementation. *Economic and Political Weekly*, 20(49) 7 Dec. 85, p. 2176-8.

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TEWARI, RAJENDRA N. Is IRDP lacking thrust? *Yojana*, 29(20) 1 Nov. 85, p. 13-19.

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KAMATH, P.M. The Sikh extremists in the US: need for effective lobbying. *Radical Humanist*, 49(6) Sept. 85, p. 11-14.

## PRICE POLICY

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## PRIMARY SCHOOLS

ACHARYA, POROMESH. Education: politics and social structure. *Economic and Political Weekly*, 20(42) 19 Oct. 85, p. 1785-9.

## PRIME MINISTERS

ALDERMAN, R.K. and J.A. CROSS. The reluctant knife: reflections on the Prime Minister's power of dismissal. *Parliamentary Affairs*, 38(4) Autumn 85, p. 387-408.

## PRODUCTION

GOLLAPUDI, SUBBA RAO. Group technology to minimise work-in-process inventory. *Lok Udyog*, 19(7) Oct. 85, p. 23-40.

## PROJECT MANAGEMENT

GUESS, GEORGE M. Role conflict in

capital project implementation: the case of Dade County Metrorail. *Public Administration Review*, 45(5) Sept.-Oct. 85, p. 576-85.

JAIN, A.K. Managing projects abroad. *Lok Udyog*, 19(5) Aug. 85, p. 13-20.

SRINIVASAN, N.P. (Univ. of Madras) Project formulation in state enterprises. *Lok Udyog*, 19(6) Sept. 85. p. 15-20.

In a scientific 'decision making process project formulation constitutes the basic step for setting suitable decision criteria. It establishes the viability of the project from different angles such as technical marketing, financial, etc. The data compiled in the form of a DPR from the basic document for project appraisal and selection. The real purpose of undertaking project formulation exercises is realised only when the project selected is implemented without much delay. An empirical study reveals that state enterprises in India accord little importance to project formulation or undertake the same perfunctory with a view to either obtain term loans from public financial institutions or complete a formality to be fulfilled before undertaking a project. For the efficient functioning of state enterprises, it is emphasized that the project formulation is undertaken with the sincerity of purpose relegating the political interests to the background or keeping mainly the economic and social interests.—*Reproduced*.

## PROPERTY TAXES

HALE, DENNIS. The evolution of the property tax: a study of the relation between public finance and political theory. *Journal of Politics*, 47(2) May 85, p. 382-404.

## PUBLIC ADMINISTRATION

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DUBHASHI, P.R. Indira Gandhi and public administration—some thoughts. Management in Government, 16(4) Jan.-Mar. 85, p. 405-7.

FLERAS, AUGIE. Towards 'Tu Tangata' historical developments and current trends in Maori policy and administration. Political Science, 37(1) July 85, p. 18-39.

KERSELL, JOHN E. (Univ. of Waterloo, Ontario). The administration of government in Bermuda. Public Administration and Development, 5(4) {Oct.-Dec. 85, p. 373-84.

Bermuda's dedication to private enterprise and *laissez faire* mean that its system of government is analogous to a diversified and decentralized corporation. Its boards of directors is the Island's political and economic elite. The elite's supporters (in the governing party, the media and business) act like share holders. The opposition is analogous to the organized employees of a business concern. The divisions of 'Bermuda Incorporated' are the tourist industry and the foreign multinationals. Government and administration act to support these twin pillars of the Bermudian economy. Education is the only area in which government seeks to develop Bermuda's human resources.—*Reproduced*.

KIM, BUN WOONG and DAVID S. BELL, JR. The theory and applicability of democratic elitism to Korean public administration. Asian Journal of Public Administration, 7(1) June 85, p. 70-6.

MORTON, F.L. and LESLIE A. PAL. The impact of the charter of rights on public administration. Canadian Public Administration, 28(2) Summer 85, p. 221-43.

SCHMIDT—STRECKENBACH, WOLF-

GANG. (Research Institute for Public Admn. Speger, GDR) Administrative aid for developing countries: the case of the German Democratic Republic. Public Administration and Development, 5(4) Oct.-Dec. 85, p. 339-51.

This paper analyses the activities of the Institute of Local Government Policy in Weimar, German Democratic Republic, which was founded in 1968 to offer special training to members of the politico-administrative systems of developing countries. Its seminars are for top ranking members from the local government level, as yet exclusively from Arabian and West-African states. Until 1982 its courses were attended by more than 3000 senior civil servants and politicians from about 35 nations. A comparison with similar activities in the FRG shows that the Weimar Institute has become widely accepted in the Third World as a location for overseas training.—*Reproduced*.

SMITH, THOMAS B. Evaluating development policies and programmes in the Third World. Public Administration and Development, 5(2) Apr.-June 85, p. 129-44.

WILKS, STEPHEN. Nigerian administration—in search of a Vision? (Review article). Public Administration and Development, 5(3) July-Sept. 85, p. 265-76.

## PUBLIC DISTRIBUTION SYSTEM

SRIVASTAVA, K.B. Management of public distribution system in India. Journal of Rural Development, 4(5) Sept. 85, p. 706-17.

## PUBLIC POLICY

MCBRIDGE, STEPHEN. Corporatism, public policy and the labour movement: a comparative study. Political Studies, 33(3) Sept. 85, p. 439-56.

SAASA, OLIVER S. (Univ. of Zambia, Lusaka) Public Policy-making in developing countries: the utility of contemporary decision-making models. *Public Administration and Development*, 5(4) Oct.-Dec. 85, p. 309-21.

This article attempts to analyse the utility of some current theories of policy-making to the real world situation in general, and to developing countries in particular. The main theories examined are the traditional input-output schemes; the concept of 'rationality' in decision-making; Lindblom's theory of 'disjointed incrementalism'; and Dror's 'normative optimum' model. In addition to an attempt to demonstrate the complexity of policy-making processes, the article argues that most of the contemporary decision-making theories are of limited usefulness in understanding the policy-making processes in developing states and several factors are identified to explain this assertion. Lastly, a generalized schematic model which tries to accommodate all the active variables in policy-making is constructed in order to elucidate the forces that operate on and influence the policy-making actors. —*Reproduced.*

#### PUBLIC WELFARE

DE BEER, Z.J. What public services does the community expect and what will the people be prepared to sacrifice for such services? SAIPA, *Journal of Public Administration*, 20(3) Sept. 85, p. 107-13.

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#### QUEUEING THEORY

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#### RADIO BROADCASTING

CAVE, MARTIN. Financing British broadcasting. *Lloyds Bank Review*, (157) July 85, p. 25-35.

JOSHI, P.C. Communication and nation-building: perspective and policy. *Mainstream*, 24(11 & 12) 16 Nov. 85, p. 42-50; 24(13 & 14) 30 Nov. 85, p. 53-60.

STARKS, MICHAEL. Paying for broadcasting: public funds for a public service. *Political Quarterly*, 56(4) Oct.-Dec. 85, p. 374-85.

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#### REFUSE COLLECTION

MCDAVID, JAMES C. The Canadian experience with privatizing residential solid waste collection services. *Public Administration Review*, 45(5) Sept.-Oct. 85, p. 602-8.

SOKHI, BALDEO SINGH. Cost estimation of urban solid waste collection—an empirical approach. *Journal of the Institute of Town Planners*, 3(3) Dec. 84, p. 19-24.

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RONDINELLI, DENNIS A. Equity, growth, and development : regional analysis in developing countries. *Journal of the American Planning Association*, 51(4) Autumn 85, p. 434-48.

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MURJI, KARIM. Observing the Brixton riot. *New Society*, 74(1188) 4 Oct. 85, p. 6-8.

REINER, ROBERT. Retrospect on the riots. *New Society*, 74(1191) 25 Oct. 85, p. 148-50.

#### ROY, M.N.—CRITICISM AND INTERPRETATION

RAY, SIBNARAYAN. In freedom's quest : life of M.N. Roy. *Radical Humanist*, 49(6) Sept. 85, p. 5-10, 14; 49(7) Oct. 85, p. 5-9.

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#### RURAL DEVELOPMENT

AHMED, SALEHUDDIN. Community collective activity and receiving mechanisms in rural areas : case studies in Bangladesh. *Regional Development Dialogue*, 6(1) Spring 85, p. 137-55.

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BROWN, C.K. Non-formal education as a tool for local involvement in rural development. *Greenhill Journal of Administration*, 5(1 & 2) Apr. 85, p. 71-85.

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CHANDAKAVATE, M.S. Tardy implementation of IRDP. *Yojana*, 29(19) 16 Oct. 85, p. 13-15.

DHILLON, D.S., G.S. SANGHA and T.S. RANDHAWA. Monitoring and evaluation of IRDP in Punjab. *Kurukshetra*, 33(12) Sept. 85, p. 16-20.

DORVLO, L.K.T. Ghana's youth and rural development policy. *Greenhill*

Journal of Administration, 6(1 & 2) Aug. 85, p. 16-33.

GAIHA, RAGHAV. (Univ. of Delhi) Poverty, technology and infrastructure in rural India. Cambridge Journal of Economics, 9(3) Sept. 85, p. 221-43.

This paper focuses on: (i) aspects of village development—mainly infrastructural development, (ii) the new agricultural technology, and (iii) certain demographic and other household characteristics, as explanatory variables.

This paper is organised as follows. First, a brief description of the logic model is given. Second, the procedure for determining the poverty line is described. Third a review of the household survey on which the analysis is based, is given, and fourth, some major hypotheses are stated and the choice of explanatory variables is discussed. This is followed by a discussion of the results and concluded with some general observations arising from the major findings.

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Important efforts have recently been made to re-orient grassroots administration and organisation with a view to delivering a synchronised package of

inputs and services to the rural people at the local level. But the problems of building viable institutional linkages and managing complementarities between multiple delivery channels, do not appear to have been tackled adequately. The present paper, based on a field study in the Indian state of Karnataka, seeks to describe the complicated inter-connections of the local delivery system and to identify the problems of integration. Three specific delivery systems were studied: for agricultural development, local industry and poverty programmes. These were found to be too fragmented and in need of a better coordination mechanism at block level.—*Reproduced.*

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Rural development programmes should not achieve maximum results due to want of proper management. The author is of the view that these programmes cannot be a reality unless they are managed effectively, efficiently and economically. The author has suggested the following measures to the success of these programmes: (1) There should be an exclusive cadre of rural managers and they should be recruited after screening and scrutiny. (2) Integrated Rural Development plans should be prepared at the local level and local people should be given an opportunity to express their view. (3) Voluntary agencies like cooperatives and panchayats have to play an important role in this connection. (4) Efforts should be made to sanction credit in time and responsibility and accountability for failure in this matter must be fixed. (5) Facilities of subsidy should make the project beneficiary development-minded rather than facility minded. (6) There should be change in rural development priorities and strategies, viz., education, irrigation, communication and rural industrialization.

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The first objective of this article is to trace the phases of transition of panchayat system in West Bengal with special focus on how the Left Front Government has restructured the system, while the second objective is to examine some of the problems confronted by the present panchayat raj bodies in West Bengal. At present there is no machinery for monitoring rural development programme implementation at the state level and setting up of the Rural Development Board and Rural Engineering Cell at the state level is suggested.

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This article focused on the following objectives:

1. To examine the extent to which the gaon panchayat was envisaged as being based upon the traditional community organization and management systems.

2. To identify the crucial elements which are responsible for the development of an effective receiving mechanism in a particular community and to find out which negative factors hindered the growth of receiving mechanisms in other communities.
3. To examine the working of the functional groups which have emerged as supporting agencies of the gaon sabhas to protect the social and economic interests of various sections of the community.
4. To review the multilevel framework of the management development process from the view point of the communities and to see to what extent that framework has been helpful in fostering and promoting the receiving mechanisms in the communities.
5. To identify the crucial elements and issues which could help design appropriate receiving mechanisms and provide guidelines for evolving a suitable rural development technology with participatory development.

This article is based on four villages of Uttar Pradesh—Puraini and Puraina in Biswan block, Sitapur district, and Mandauli and Dugauli in Malihabad block, Lucknow district.—*Reproduced.*

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## BOOK NOTES

AMBASTHA, G.S.P. Congress government in Bihar. New Delhi, Classical Publishing, 1985, 324 p. Rs. 180.00.

The present book is virtually the reproduction of Ph.D. degree approved by Patna University. The purposes of this book are : (1) to analyse the working of the Congress ministry of 1937-39 in Bihar and to evaluate its contributions in the field of administration and in promoting the ideals of the Congress; (2) to ascertain the attitude of the Congress legislators; political leaders and political elites about the role and contribution of the Congress ministry. In order to ascertain the attitudes and opinion of the political leaders and political elites regarding the role of the Congress leaders and ministries, 80 persons have been interviewed with schedules.

The book has been organised into six chapters. Chapter one deals with the background in which the first Congress ministry had been formed in Bihar which was one of the Governor's province in India and where provincial autonomy was in operation.

Chapter two highlights the role of the Congress leaders of Bihar in the various phases of national movement till the formation of the ministry on 20 July 1937.

Chapter three concentrates on the analysis of the elections of 1937 in which the Congress leaders were involved.

Chapter four is devoted to the working of the ministry in which its implementation of the various policies and programmes of the Congress has been analysed and evaluated.

Chapter five points out the reasons on account of which the ministry failed and its effects on the subsequent events.

The concluding chapter is the conclusion of this book. Bibliographical references are presented at the end of each chapter. There is a nineteen-page bibliography at the end of the text.

BAVA, NOORJAHAN. People's participation in development administration in India: an empirical study of Tamil Nadu. New Delhi, Uppal, 1984. 227p. Rs. 125.00.

The present book is an outcome of a thoroughly revised version of the author's Ph.D. dissertation. The central objectives of this book are: theoretical and applied. Its theoretical concern lies in conceptualizing people's participation in the development process in a holistic and operational manner so as to

facilitate the empirical testing of the concepts and thereby fulfil the vacuum in the body of knowledge on this vital aspect of development administration. Its policy concern lies in applying the theoretical framework for operationalisation to measure the nature and extent of people's participation in development efforts, to identify and understand the socio-economic factors affecting participation and development and provide valuable insights and useful suggestions to planners and policy-makers regarding the interaction between independent, dependent and intervening variables of participatory development

This book is based on a sample of 400 farmers spread over 12 villages of 4 community development blocks of 2 districts Tiruchirapalli and Ramanathapuram of Tamil Nadu.

This book comprises of five chapters. The first chapter presents the theoretical orientations of Development, Development Administration and People's Participation in Development Administration and the survey of literature on the research problem. The second chapter provides the theoretical and operational definitions of people's participation in development. The parameters, hypotheses and methodology of the study are delineated in the third chapter. The analysis of various findings emerging from the study constitutes the subject-matter of the fourth chapter. The conclusions and inferences drawn from the empirical findings along with their policy implications are reported in the concluding chapter. There is a twenty-page bibliography at the end of the text.

**BHATTACHARYA, B. B.** Public expenditure, inflation and growth : a macro-econometric analysis of India. Delhi, Oxford University Press, 1984. 228p. Rs. 100.00.

This book is devoted to an econometric analysis of major issues relating to inflation and growth in the Indian economy since independence. It focuses on the detailed understanding of the macro-economic behaviour of the public sector which plays a crucial role in the mixed economy of India. This book also concentrates on other related issues, such as government budgetary constraints, resource mobilization, money supply and price levels, saving and investment, price wage spirals, sectoral resource allocation and sectoral growth, foreign trade, capital flows, balance of payments, and national income. There is a six-page bibliography.

**BHATTACHARYA, SIB NATH.** Role of Indian rural institutions in economic growth—a critical study. New Delhi, Metropolitan, 1985. 275p. Rs. 125.00.

The present book is an outcome of research papers of the author published in various journals during 1966-84. It is concerned with the development of agricultural and industrial sectors of our rural economy through important rural institutions in India. It is an important new-look growth-oriented study on rural economic growth vis-a-vis rural institutions with various case studies, action-oriented plans and programmes undertaken during the five year plans, offers some prescriptive recommendations, the problems of rural institutions have been facing and the mathematical models, etc. There is a ten-page bibliography at the end of the text.

CHAPMAN, RICHARD A. *Leadership in the British civil service: a study of Sir Percival Waterfield and the creation of the Civil Service Selection Board.* London, Croom-Helm, 1984. 210p. £16.95.

This book examines the styles of leadership amongst senior civil servants in Britain and its impacts on administrative reform by investigating the work of Sir Percival Waterfield who was First Civil Service Commissioner from 1939 to 1951. He was responsible for setting up the Civil Service Selection Board which was the key institution in pioneering the new approach to personnel selection initiated in Britain after the Great World War II. It has been regarded as the model for personnel recruitment and promotion of senior mandarins in British central government and offers a rare glimpse of the day-to-day work of top civil servants and the administrative culture in which they operate.

CONNOLLY, WILLIAM, ed. *Legitimacy and the state.* Oxford, Basil Blackwell, 1984. 281p. £6.45.

Central to modern social and political theory is the concept of legitimacy—the principle by which the state gains the right to exercise authority over its member.

In this book, the editor has brought together a dozen classic essays by major theorists, from Marx Weber Wolin, Lipset, Schaar Habermas, McCarthy, Kateb, Foucault, Connolly and Ricoeur, to explore the meaning of legitimacy and assess its importance in modern democratic states.

CROMPTON, ROSE MARY. *White-collar proletariat: deskilling and gender in clerical work,* by Rosemary Crompton and Gareth Jones. London, Macmillan Press, 1984. 277p. £ 18.00.

Class theory have endlessly debated as to whether the middle classes should be located between or associated with either of the two great classes of capitalist society—bourgeoisie and proletariat. In the last decade, following the revival of interest in the labour process stimulated by Braverman's work, it has been increasingly asserted that the computer-related 'deskilling' of clerical work has finally resolved the issue. 'Clerks' at last are now 'proletarians'. This conclusion, however, has been denied in recent writings where it has been emphasised that the majority of men are upwardly mobile from clerical work into supposedly managerial or 'service class' occupations.

Using evidence drawn from detailed case studies and interviewing in three large white-collar bureaucracies, this book argues that much clerical and administrative work has been deskilled. Its investigations show that male careers appear both less extensive and less certain than has been assumed by writers who have discounted the 'proletarianisation' thesis. More particularly, Crompton and Jones argue that the class position of men simply cannot be comprehended in the absence of any systematic consideration of the role of women in the social and technical division of labour.

Drawing extensively on recent theoretical debates in industrial sociology and class and stratification theory, the book throws light on male and female employment and bureaucratic careers as well as the related white-collar trade unionism.

In particular, it is argued that the class structure as a whole cannot be grasped without taking into account continuing change and development in the labour process and labour markets, particularly the internal labour markets characteristic of large bureaucracies. There is a ten-page bibliography.

**FLOYD, MICHAEL.** Policy-making and planning in local government : a cybernetic perspective. Aldershot, Gower, 1984. 138p. \$ 26.00.

The book deals with policy-making and planning the local government from a cybernetic perspective. The book consists of eleven chapters. After brief introduction, chapter 2 discusses several key cybernetic concepts. Chapter 3 briefly discusses the application of cybernetic ideas of eminent writers in relation to local authority planning and policy-making. Chapter 4 discusses the system its behaviour and the ways in which the planners seek to influence this behaviour. Chapter 5 focuses on the difficulties of controlling the growth in population in Opershire county. Chapter 6 discusses the policies of many organisations—such as local authorities, public utilities and government agencies. Chapter 7 begins to explore the meaning of such terms as 'value and aims'.

Chapter 8 examines the role of policy in the context of a rehabilitation centre for ex-psychiatric patients : the Eversley Work Centre. In this chapter, the various forms that policy can take are examined, and the role of its aims, its goals and objectives. Chapter 9 attempted to elucidate various aspects of the policy framework and to explore the problems that arise when one is attempting to devise such a framework for a new enterprise, such as the rehabilitation centre. Chapter 10 examines briefly the nature of rehabilitation services for the mentally ill in Eversley and some of the problems that are experienced in operating them especially in regard to their interrelationships with each other. The final chapter arrives at a novel perception of the role of government and of central government in particular. It also contains bibliography.

**GOPALJI.** Personnel management in Indian industries. New Delhi, Ashish Publishing House, 1985. 376p. Rs. 250.00.

The present book discusses the personnel policies and practices in manufacturing industry in India. The purposes of this book are : (a) to examine the place of "personnel" as a function in Indian manufacturing industries and its involvement in the personnel aspects of management policies ; and (b) to survey the enterprise practices relating to personnel function.

The book has been organised in ten chapters. After brief introduction, chapter two is devoted to a discussion on the importance attached to "personnel function" in Indian industries on the basis of a factual study of the practice of maintaining organization charts, and the personnel ration, besides the place of personnel function in the organizational hierarchy.

The formulation of personnel policy comprises the subject matter of chapter 3. The prevalence of personnel policy statements, the role of the personnel manager in the formulation of the personnel policy, the communication of such policies and the perception of employees in that respect have been examined in this chapter.



In chapter 4, personnel practices with respect to recruitment, selection and induction of employees have been dealt with.

Practices bearing on training and development of employees along with the significance of career planning, training methods and programmes and management development constitute the subject matter of chapter 5.

In the sixth chapter personnel functions relating to wage and salary administration including job evaluation, merit rating and incentives payments prevalent in Indian industries have been discussed in the context of the western principles and practices in this connexion.

Chapter 7 is devoted to personnel practices with respect to employees benefits and services.

Chapter 8 details with labour-management relations. It discusses the role of trade unions, collective bargaining, workers' participation in management and settlement of industrial disputes.

Chapter 9 centres around the significance on personnel records and usefulness of forms in records management.

The concluding chapter is devoted to summarising of this book as a whole and making concluding observations arising out of the same. There is a nineteen-page bibliography.

**GOSAL, G.S.** Regional disparities in levels of socio-economic development in Punjab, by G.S. Gosal and Gopal Krishan. Kurukshetra, Vishal Publications, 1984. 227p. Rs. 140.00

The main objectives of this book are : (i) to identify disparities in the levels of economic and social development of different parts of Punjab State ; (ii) to explain this disparities in the context of physical resource base, stage of technological advancement and nature of institutional framework of the areas ; and (iii) to suggest a suitable strategy for accelerating the pace of overall development while simultaneously narrowing down regional disparities in this regard.

The identification of regional disparities have first been examined in terms of (i) agricultural development, (ii) industrial development, (iii) social development, and (iv) demographic development.

The book has been organised into four chapters on patterns of agricultural, industrial, social and demographic development. A chapter on physical and cultural setting of the state precedes these chapters to provide the necessary background. The concluding chapter attempts a synthesis of regional patterns of development in various spheres and offers some prescriptive recommendations. It also contains tables.

**GREENWOOD, JOHN R.** Public administration in Britain, by John R. Greenwood and David J. Wilson. London, Allen & Unwin, 1984. 288p, £ 15.00.

The present book focuses on British public administration, analysing informal as well as formal relationships, political and economic as well as administrative variables, and practical as well as theoretical perspectives. It examines the

totality of British public administration, and while separate sections cover each of the main sectors of the subject—central and local government, quasi-government, NHS, public ownership, regional administration, redress mechanisms, etc., the emphasis is upon the linkages between them which give the system its overall coherence and flexibility. There is a fourteen-page bibliography at the end of the text.

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Administrative theory, ed. by Ramesh K. Arora. Series editor T.N. Chaturvedi. New Delhi, IIPA, 1984. 200p. Rs. 100.00.

The present volume contains 12 articles selected from previous volumes of the Indian Journal of Public Administration. The articles deal with different aspects of administrative, organisational and bureaucratic theory. A brief reference to these essays has been discussed in the introduction. There is a twenty-six page bibliography,

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION.** Local government, ed. by Abhijit Datta, Series Editor T.N. Chaturvedi. New Delhi, IIPA 1984. 219p. Rs. 100.00

The present book contains 14 articles selected from previous volumes of the Indian Journal of Public Administration. It deals with different aspects of local government both urban and rural. The first three articles by Appleby, Dotson and M.P. Sharma are concerned with the post-Independence attempts to introduce a radically different form of rural local administration. The next group of four articles deals with urban local government. Nayak in his article deals with the various problems that the city government faces and examines in that context, its structure, instrumentalities and operation. Rao deals in his article with the various aspects of municipal elections. Davies in his article finds the powers of elected municipal councillors in the municipal corporators in UP to be limited. In his article Bhattacharya maintains that the way state control over municipal bodies is actually being activated now does not seem to indicate any systematic management orientation. Rai in his article brings out the dilemmas of the role of the District officer in the wake of the introduction of the panchayati raj. The next group of six articles concentrates on the various aspects of municipal government. Prakash deals with municipal organization. Chatterjee makes an interesting econometric analysis with the help of municipal fiscal and voting data to determine the optimum city size within the Calcutta metropolitan district. Thavaraj in his paper feels that the problem of local finance cannot be solved in isolation of that of state finance and the ideal remedy would be to review the entire problem of centre-state local fiscal relations to bring about a radical realignment of their fiscal powers and functional responsibilities. Datta in his article maintains that a major advance in municipal finance is possible through inter-governmental cooperation and revenue devolution. Venkataraman makes plea for provincialization of top-level administrative and technical posts of the municipal bodies. In the concluding article Sharma and Sachdeva reports the provision in the Punjab municipal legislation for municipal police to help in removal of encroachments, checking evasion and octroi, etc. There is a twenty-five page bibliography.

**JOHNSTON, BRUCE F.** ed. Redesigning rural development : a strategic perspec-

tive, ed. by Bruce F. Johnston and William C. Clark. Baltimore, Hopkins University Press, 1982, 311p. \$ 11.40.

The present book presents a policy analysis of rural development in the Third World. It focuses on specific interventions in three key programme areas : production-oriented interventions, dealing with rural employment opportunities and agricultural development ; consumption-oriented interventions dealing with health, nutrition and family planning and organization-oriented interventions, dealing with institutional structures' and managerial procedures.

The book consists of six chapters. After brief introduction, chapter 1 draws the experience of policy analysts in other fields to illuminate the "development debate" the continuing interplay of people and ideas, actions and results that together form the history and make the future of development. The objectives of the second chapter are twofold : to identify what really matters as a basis for determining what changes are most desirable; and to identify the major constraints, which largely determine what is feasible. Chapter third reviews experience with production-oriented programmes. It is mainly concerned with efforts to expand rural employment opportunities and with measures affecting the rate and 'pattern' of agricultural development. It also highlights on accomplishments of alternative programmes and describes the trade-offs and complementarities among their components. Consumption-oriented programmes are treated in chapter 4. It focuses on programmes aimed directly at improving the nutritional status and health of the rural population and at slowing their rapid rate of population growth. Chapter 5 focuses, on two particularly important areas : programmes to organize the rural poor and programmes to organize the 'facilitators' the civil servants and field staff who must link national plans and local actions. In the final chapter the authors consider the relationship between those interventions and confront the problems of combining them into effective strategies for rural development. There is a twenty-five page bibliography.

**KHAN, MUMTAZ ALI.** Muslims in the process of rural development in India : a study of Karnataka. New Delhi, Uppal, 1984. 287p. Rs. 150.00.

The present book is concerned with the educational and economic conditions of the Muslims in the rural parts of Karnataka. The purposes of this book are : (1) To study the educational conditions of the Muslims, both males and females, and adults and children ; (2) To study the economic conditions of the Muslims, both in farming and nonfarming sectors ; (3) To comprehend their understanding of the concept of 'development', 'problems of development' and 'requirements for development.'

The book has been organised in seven chapters. The first chapter is introduction, contains statement of the problem, importance of the Muslims in the context of rural development, aim and scope of the study and research design. The second chapter is devoted to the setting of the study area. The third chapter is concentrated on educational status of the Muslims. The fourth and fifth chapters discuss economic conditions, occupations, income, expenditure, landholdings, borrowings, etc. The sixth chapter contains summary and conclusions and the concluding chapter throws light on some policy prescriptions. Tables are presented in the appendix.

**MUSSLOW, B., ed.** *Proletarianisation in the Third World*, ed. by B. Musslow and H. Finch. London, Croom Helm, 1984. 320p. £ 11.95.

This book is concerned with the emergence of a free wage-labour force in a range of low-income countries. Four chapters concentrate on the late nineteenth century, examining the formation of labour forces in the nitrate industry in Chile, in gold mining in the Gold Coast (Ghana), on the sugar plantations of Peru, and in the urban and rural sectors in Argentina. O'Brien's study of agricultural proletarianisation examines the period 1920-50 in Sudan, a decisive phase in the creation of a labour supply for cotton production. The chapters on Brazil and Kenya focus on the complex changes occurring in the agricultural sector in recent years. Four chapters present a broader historical overview of proletarianisation in Egypt, Indo-China, Mozambique and Peru. Finally Newsman gives a detailed analysis of events in Shanghai and Bombay during 1927-29. There is a fifteen-page bibliography.

**OOMEN, T.K., ed.** *Social structure and politics: studies in independent India*. Delhi, Hindustan Publishing Corporation (India) 1984. 236p. Rs. 95.00.

The present book analyzes the relationship between social structure and political processes in India. The twelve papers in this book attempt to explore themes such as social structure, political processes, community power structure, green revolution and agrarian tensions, and student power and politics.

The papers have been organized in four parts. The four papers of part 1 deal with political processes and social structure in general terms. The first two papers discuss different aspects of the same theme: the possibilities of political integration being achieved in plural society and the role of voluntary associations in reinforcing political pluralism. The third paper is devoted to a discussion of the Fourth General Election in India. The fourth essay examines the role of charisma in society as a system-stabilizing and change-generating force.

The four papers in part 2 deal with community power structure in India. While the first paper is a critique of the concept of dominant caste, the remaining three examine several theoretical issues based on investigations undertaken in rural Rajasthan. Part 3 comprises of two papers, both dealing with agrarian conflict in India, while the first proposes a theoretical argument, the second attempts an empirical explication of the argument based on data collected in a Kerala district. Part 4 includes two papers, both devoted to a discussion of student power and politics; the first presents a general expose of the nature of student power in India, and the second provides a sociography of student politics in University of Delhi. Bibliographical references are presented at the end of each chapter.

**PAL, S.K., ed.** *Quality control in educational research*, ed. by S.K. Pal and P.C. Saxena. New Delhi, Metropolitan, 1985. 660p. Rs. 250.00.

Quality control in educational is a vitally significant, though neglected, problem to day. This book brings together views of experts on theoretical and methodological issues underlying research in education. It diagnoses the causes of mediocrity and suggests ways of achieving greater relevance and credibility through competent formulations of perspectives, objectives and rationale. It also provides a representative cross-section of recent thought on research methodology in education.

The book has been organised into four parts. Part 1 attempts to survey the present scene and tries to make critical appraisal and indepth analysis of some of the important reasons for deterioration in quality and provides suggestions for controlling the quality of educational research. Part 2 deals with methodological issues in which educational research has been discussed from various angles, keeping the factor of methodology in the main focus. Various approaches have been examined by the experts in the context of an overall view of the discipline. Part 3 tries to bring together different perspectives of educational research from philosophical, psychological, sociological, historical, comparative and other view points. Particular areas have been taken up to meet the needs of those research workers who wish to seek expert guidances in a single field of specialization. In the concluding part attempt has been made to identify those new areas in which educational research has, of late, tended to more, and provide new opportunities for investigation and new thinking. References are given at the end of each chapter.

PITT, D.C. ed. *The computer revolution in public administration: the impact of information technology on government*, ed. by D.C. Pitt and B. C. Smith. Sussex, Wheatsheaf Books, 1984. (Distributed by Harvester Press). 214p. £6.95.

The central mission of this book is to provide an analysis of the impact of the computer revolution on modern government. It also deals with all the major political and ethical issues that will result from the introduction of the very latest technologies-micro-computers, word processors, electronic mailing, image processing, expert systems store and forward voice techniques and related developments.

The book seeks to answer important questions on the relationship between bureaucracy and information technology: is information technology a centralising force? Will power within administrative institutions be shifted? Will administration be made more efficient? Will information technology lead to more open government or provide the state with a new means of repression? There is an eight page bibliography at the end of the text.

ROY BURMAN, B.K. *Towards poverty alleviation programmes in Nagaland and Manipur*. Delhi, Mittal Publication, 1984. 123p. Rs. 75.00.

The purpose of this book is to study the poverty alleviation programmes in Nagaland and Manipur. The author has provided statement of perspective about the meaning of poverty, dynamics of generation and continuation of poverty, and fundamental reorientation approaches for removal of poverty in Manipur and Nagaland.

In the context of inadequate development of infrastructure, public delivery system and social consumption facilities, the author has questioned the relevance of income as the measure of poverty. The book also shows that some of the communities of the region have by tradition control of and access to resources; but they are not well-off. They are conscious of the fact that their level of living is not satisfactory; but it is difficult to say that they perceive themselves as poor. More frequently they perceive themselves as cordoned off from the benefits of their resources. In this matter he disagrees with the National Commission of Backward Areas, which has recommended individualisation of communal ownership for the sake of progress.

The author is of the view that modernisation of land use can take place even in a capitalist system without disintegrating the communal system of ownership of resources. The author has suggested various measures to erase poverty in Nagaland and Manipur. The present study was undertaken at the instance of the Planning Commission.

SAXENA, A.P., ed. *Training in government : objectives and opportunities*. New Delhi, Indian Institute of Public Administration. For Training Division, Department of Personnel and Administrative Reform, 1985. 354p. Rs. 120.00.

This book is an outcome of the Annual Training Conference—'Training in Government—Objectives and Opportunities.'

Training Division in the Department of Personnel and Administrative Reforms Organised the conference on Feb. 27, 1984 in Vigyan Bhavan, New Delhi. Twenty five papers were presented in the conference. The theme of the conference was divided into three sub-themes for Working Group discussions. These include: (I) Training in Government—opportunities for innovation, (II) Training objectives at the institutional level, and (III) Training challenges at the grassroot level. The book contains a record of the conference proceedings and the papers presented for discussion.

SHARMA, P.D. *Police and political order in India*, Delhi, Research, 1984. 292p. Rs. 150.00.

The present book is an attempt to explain the organisational frame of Indian police and analyse the basic problem in the area of political order in a modernising society. It also represents an academic attempt to initiate a public debate on some of the problems of Indian police and political order vis-a-vis the Indian society and politics in the decade of the nineties.

For purposes of this study, the author has taken up some problems of Indian police, e.g., police organization in India, police personnel administration in India, police and political order in India, federal political system, and police in India, political violence and police in India, police community relations and democratic milieu in India, police and civil liberties in India and police reforms.



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